

University Senate Annual Committee Report Academic Year 2016-2017

Section I

Name of Committee: Personnel Committee

Submitted by Chairperson: Michael Mokwa, Professor, W. P. Carey School of Business

Date Submitted: May 15, 2017

Roster: 2016-17 Senate Personnel Committee

[Hugh Barnaby](#), Electrical, Computer and Energy Engineering, Tempe campus, 2017

[Thomas Seager](#), Sustainable Engineering and the Built Environment, Tempe campus, 2017

[Dave Wells](#), Bachelor of Interdisciplinary Studies, Tempe campus 2017

[Amy Shinabarger](#), Interdisciplinary Humanities and Communication, Polytechnic campus, 2017

[Chad Johnson](#), Mathematical and Natural Sciences, West campus, 2017 (fall only)

[Michael Mokwa](#), W P Carey, Tempe campus, 2017 (Chair)

[Katherine O'Flaherty](#), Barrett, The Honors College, Downtown Phoenix campus, 2018

[Aaron Fellmeth](#), Law, Downtown Phoenix campus, 2018

[Alisia Tran](#), Counseling and Counseling Psychology, Tempe campus 2018

[Aviral Shrivastava](#), Computing, Informatics and Decision Engineering, Tempe campus 2018

[Tara Mospan](#), Ross Blakely Law Library, Academic Professional, 2018

Overview Narrative: The Personnel Committee, although under-staffed this past year, was very active. We met monthly as a committee to study and resolve issues related to four assigned Request for Consultations (RFCs) and to emergent concerns of the faculty. The Personal Committee considers work-life issues for all faculty and academic professionals regardless of rank or position, and the resources and benefits that the university provides faculty.

The four RFC issues this year related to: specific benefits, contract faculty, and unit by-laws. Emergent issues related to the online work environment, faculty representation in decision-making regarding benefits, and faculty salaries. The committee also participated actively in the Open Access policy discussions.

The committee was instrumental inviting Philip Regier, University Dean of Educational Initiatives and CEO for EdPlus, and Morgan Olsen, Executive Vice President and CFO to address Senate meetings and strengthen dialogues with the faculty in their areas of responsibilities. The committee submitted a draft "salary statement" to the UAC and EXCom that has been finalized and transmitted to President Crow.

Office of the University Senate

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Section II

Request for Consultations and issues reviewed by the committee (see Appendix for RFCs):

1. RFC #99 – Questioning the absence of specific insurance benefits for new parents.

Outcome: The committee studied this request and reported our findings to senate leadership and to the faculty member submitting the request. Currently, ASU health insurance contracts are negotiated and administered through the State of Arizona. Control of all plan benefits occurs at the state level, not at the university level. Once a contract is in place and benefits are specified, the universities are no longer actively involved in establishing or changing benefit parameters. At this time, both ASU and UA are petitioning the legislature to release them from the state health care plan and allow them to develop their own plan(s), either in partnership with other universities or on their own. NAU already is its own insurer. We encouraged the faculty member to attempt to seek direct recourse through their insurance company. While sympathetic to the issues raised by this request, there was little that could be done by our committee or the university. However, we noted that the request was well-articulated and raised broader issues related to faculty representation at the time benefits and contracts are being formulated.

2. RFC #93 – Why ASU parental leave policy provides for 6 weeks of leave between two ASU employed parents and not six weeks for each employee.

Outcome: ASU currently provides six weeks of paid parental leave for the purpose of parent-child bonding and enabling employees to remain in full active employment at ASU following the birth or adoption of a child. The six weeks of paid parental leave must be used in a single 6-week block per birth or adoption per family, and in the case that both parents are ASU employees, and both request leave for the same qualifying event, only a combined benefit of six weeks is available. The faculty member who submitted this request believes that parents who are both ASU employees should each receive six weeks of paid parental leave, for a combined benefit of twelve weeks, and that it should be possible to take the leave consecutively.

Representatives of the Personnel Committee examined the parental leave policies of the Pac-12 universities as well as the parental leave policy of Northern Arizona University (NAU). This examination showed that two Pac-12 universities offer six weeks of paid leave to each parent if both are university employees (University of Arizona and University of Oregon). Three Pac-12 universities (UCLA, Stanford, and UC Berkeley) offer paid leave for the birth mother only. Three of the Pac-12 universities (Oregon State, University of Washington, and Washington State), as well as NAU, do not offer paid parental leave separate from accrued sick/vacation time.

The policies of the remaining three Pac-12 universities vary but all offer some paid parental leave: University of Utah offers a semester of parental leave at 95% pay for one parent; USC provides ten weeks of paid parental leave for the main caregiver of the child and, if both parents are university employees, an additional ten weeks of paid parental leave for the second parent who qualifies; and University of Colorado offers nine-month appointees eighteen weeks of leave at half pay and twelve-

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month faculty members six months of unpaid leave, in addition to the Boulder campus offering any tenured or tenure track faculty member who is the primary care giver for a child within a year of the child's birth or adoption, up to one semester of leave at full pay.

This review shows that ASU is similar to the policies of four other universities, in that they provide some amount of paid leave for a single parent. There were four universities with parental leave policies that exceed the benefits of those provided by ASU, in that they provide paid leave for both parents if both are university employees. ASU has a more substantial parental leave policy than four of the twelve schools examined.

Recommendation: In response to this RFC and on behalf of the ASU faculty, the Personnel Committee recommends that the provost reconsider the current policy and consider expanding benefits such that both parents are eligible for 6-weeks paid parental leave if both are eligible. While ASU's policy is consistent with some other Pac-12 parental leave policies, it is lacking in the area of cases of two policy-eligible ASU employees. As such, ASU is not a leader among the Pac-12, which would be consistent with the aspirations of the New American University. Further, we encourage faculty and administrators to make sure they are familiar with the policies and broader options that are available when planning and engaging in parental leaves.

3. RFC #63: Why unit/college/school by-laws take so long to be finalized and approved(Carry over from previous year)

Outcome: The Personnel Committee was tasked to understand and potentially improve the processes related to the formulation, revisions and approval of unit by-laws, specifically considering the lengthy amount of time that it takes to obtain feedback/approval from the Provost and Office General Counsel. The committee has been addressing this matter for the past 2 years by tracking the experiences of a prototypical unit in detail, observing other units efforts and work, and having discussions with the Provost's office. A briefing providing background observations and some guideline considerations is attached as an appendix.

Conclusions: A template that fits all units is deemed to be unrealistic; however, all units should be aware of key considerations that must be articulated in their documents and important process parameters. By-laws should be concise, typically less than 20 pages. Consistency in the language throughout the document is imperative. Bundling by-law documents when submitting them often leads to process delays. Having a specified unit representative "shepherding" the process through the provost office and the Office of General Counsel reviews to ensure quick response to any concern that are raised facilitates the process. Finally, units need to ensure that issues related to contact faculty are clearly and carefully addressed.

4. RFC #64: Review of instructor and lecture pay and career progression opportunities (Carry over from previous year).

Outcome: For multiple years, the Senate has been studying and discussing issues that relate to contract faculty – those faculty who have a variety of titles but are not in tenure track positions and thus have single year or multi-year fixed contracts. These faculty provide a degree of program and financial flexibility for units and for the university. They are vital in the design and delivery of high quality

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educational experiences for students, and many participate in administrative and faculty governance roles. As the number of contract faculty increases and their roles become more complex and dynamic, the university and its units need to provide ample support and resources, clear expectations, as well as, job/career opportunities that strengthen performance and enhance satisfaction. A table showing trends in faculty “headcount” is presented below.

ARIZONA STATE UNIVERSITY
Faculty Headcount

	Fall Term											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	
Tenured & Tenure-Track Faculty												
Administrative Faculty	71	70	70	61	60	48	60	67	57	59	62	
Chair and Academic Director	117	113	114	96	89	89	91	98	113	112	108	
Faculty	1,620	1,641	1,682	1,684	1,682	1,615	1,627	1,662	1,669	1,735	1,743	
Total	1,808	1,824	1,866	1,841	1,831	1,752	1,778	1,827	1,839	1,906	1,913	
Non-Tenure-Track Faculty												
Multi-Year Contract	305	329	339	294	296	209	173	173	196	214	227	
Single-Year Contract	749	817	890	856	748	904	960	1,152	1,356	1,289	1,312	
Lecturers	81	105	111	139	158	255	274	289	281	292	321	
Instructors	109	109	139	165	196	222	216	340	467	459	449	
Clinical Faculty	75	72	85	92	87	111	118	129	161	198	259	
Research Faculty	90	109	113	125	122	142	135	146	152	163	155	
Professors of Practice	11	17	24	29	21	32	35	47	62	80	95	
Emeritus Faculty	13	9	8	10	7	5	4	8	10	13	9	
Faculty Associate	335	360	367	261	108	101	141	157	203	63	-	
Visiting Faculty	32	28	29	22	31	27	31	29	18	15	19	
Other	3	8	14	13	18	9	6	7	2	6	5	
Total	1,054	1,146	1,229	1,150	1,044	1,113	1,133	1,325	1,552	1,503	1,539	
Grand Total	2,862	2,970	3,095	2,991	2,875	2,865	2,911	3,152	3,391	3,409	3,452	

University Office of Institutional Analysis (#9098) - February 13, 2017

Note that there are many titles used for contract faculty. Our emphasis was on those contract faculty who are relatively full-time, and often are looking for long-term employment with the university. A few exemplary issues are raised and then discussed below.

Multi-year contracts. An ABOR policy caps the number of contract faculty who may have multi-year contracts at 15% of the number of tenure-track and tenured faculty. The Provost’s Office supports this cap and indicates that they allow units to set specific policies and review contracts on a case-by-case basis. Practice suggests that some potentially deserving faculty members will not receive multi-year contracts whether it is due to the 15% rule (the university has moved from about 10% to 12% and will likely under current policy stay below 14% so as to stay below 15% and still enable space for select faculty) or other contingencies. Based on current policies, the university has a large number of tenured and tenure-track faculty and a large number of one-year faculty with a narrow and limited group of multi-year contract faculty. Many contract faculty appear to want a better understanding of the practices related to multi-year contracts and the rationality of the 15% rule.

Pathways to promotion and limits on service: There are questions about the varied pathways to promotion across contract faculty groups and across the units administering these. Further, there are awkward policies or practices for participating in service and administrative roles. The group most

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impacted in both cases seems to be instructors. Presently, instructors can only be promoted if they apply for open lecturer or clinical faculty positions.

Further, the job responsibilities of instructors often delimit participation in and recognition for service. Yet, to position themselves for promotion or simply to engage in the full instructional culture of their unit, instructors seek to do service. In units with large numbers of instructors that are not allowed to participate in service, a greater burden often falls on those contract faculty eligible to do service: lecturers and clinical faculty.

Working Conditions: Working conditions vary widely for contract faculty. Often Instructors and Faculty Associates are likely to have issues regarding accessing an appropriate space to perform their duties. In some cases, the space provided may present FERPA challenges for student privacy.

Recommendation: The Personnel Committee recommends that the President of the Senate form a task force to carefully study and communicate about the evolving dynamics and issues related to contract faculty at ASU. As the New American University, we are leaders and innovators creating and managing a high quality, yet unconventional mix of faculty to deliver the complex and innovative programs that we create and offer. The task force could systematically articulate, examine, then communicate about a broad range of issues related to overall faculty composition and the compensation, resource support, promotion and service/administrative roles of contract faculty. Information about the strategies for building the overall faculty could be better disseminated. More information on working conditions and promotion paths should be gathered, so as to determine the best ways to improve these. Also, a better understanding of the 15% rule, its rationale and application, needs consideration.

5. Emergent Issue: The Online Environment

ASU is recognized as a leader in the design and delivery of online education. The technical support of efforts to build and offer both online programs and coursework may be unparalleled among major universities. Concerns were expressed to the Personnel Committee about the level of faculty involvement in setting online policies, the current policies governing funding and compensation for online work, and future strategies for managing the assurance of learning in an increasingly hybrid learning environments. The Personnel Committee requested that Phil Regier attend a senate meeting to share his perspective on the development and future of online efforts across ASU and specifically address the funding model for ASU Online. The dialogue that was initiated through his lengthy discussion with the Senate should be sustained.

6. Emergent Issue: Faculty and Academic Professional Salaries

ASU faculty are committed to achieving the vision and institutional goals of ASU and out-performing peer intuitions. Yet, data indicates that our salary levels lag behind many of our peers. We advocate that the university create and articulate a salary strategy and openly address salary issues. A draft statement directed toward the president and provost was developed by the Personnel Committee, shared with the UAC and EXCOM, and then edited for submission to the president. A copy of this statement is presented in an appendix.

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Section III

Request for Consultations and/or topics that were not started or remain unfinished and need to be carried over to the next academic year.

1. No RFCs to carry-over. See final recommendations for possible 2017-18 focus areas.

Section IV

Recommendations to the Senate or Final Comments

First, we recommended the formation of a senate task force that will systematically identify and study the range of issues that are emerging around the growth of contract faculty.

Second, we recommend sustaining a dialogue with leaders of the online efforts at ASU. Systematic faculty involvement in the establishment of the funding model, the distribution of resources, and the assurance of learning outcomes are key issues.

Third, there is no mechanism at this time to ensure that faculty inputs are systemically considered in decisions about benefits and other HR issues. We suggest that a mechanism be created to accomplish this.

Finally, continued effort should be invested into the enhancement of faculty and AP salaries relative to our ABOR approved peer institutions.

Appendix 1 – RFCs

Appendix 2 – Bylaws Observations and Considerations

Appendix 3 – Salary Statement

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In Committee

Personnel

RFC Number RFC-99 Request Date 8/2/2016

Subject ASU's health insurance benefits coverage for new parents

Requestor Contact Sarah Shair-Ros OriginOfRequest Faculty Member

Person Assigned

Request Details

8-2-2016: My name is Sarah Shair-Rosenfield and I am an assistant professor in the School of Politics and Global Studies here at ASU. I am emailing you at the suggestion of my School director, Dr. Cameron Thies, and Dean Wentz (CLAS Social Sciences division dean), to whom I brought a concern regarding ASU's health insurance benefits coverage for new parents who are ASU benefits-eligible employees.

I am going on FMLA in a few weeks' time, as I am expecting my first child at the beginning of September. On July 18, 2016, I called my health insurance carrier to ask for information as to why my request to fill a prescription for an electric breast pump was being denied. A representative at Blue Cross Blue Shield of Arizona, one of ASU's four employee health insurance providers, informed me that ASU's insurance policy had been grandfathered in under exemptions to the new preventive care requirements under the Affordable Care Act (ACA), and that ASU had not elected to provide the optional coverage that would meet the new breastfeeding support, supplies, and counseling without cost-sharing requirements under the ACA. I spoke a few hours later with a representative at ASU's Human Resources department who confirmed that ASU does not provide this coverage under its current health insurance policies.

In recognition of health and preventive medicine recommendations that women breastfeed until infants reach 6 months of age whenever possible (the American Academy of Pediatrics recommendation), the ACA requires all new and individual insurance policies to provide without cost-sharing breastfeeding support, supplies, and counseling, which includes access to lactation consultation and a breast pump (purchased or rented, but one or the other must be covered by a woman's policy). At a bare minimum, since ASU only covers 12 weeks of FMLA, which is less than the recommended 6 months of breastfeeding, I find it concerning that ASU does not provide coverage for electric breast pumps that would facilitate its female employees' return to work while still enabling them to meet medical recommendations.

I understand that ASU has provided its female students and employees access to a handful of breastfeeding rooms on its campuses, in clear recognition of the importance of helping the ASU community to reach a good school/work-life balance and to meet medically-recommended practices of good health and preventive care. Therefore, it surprises and disappoints me that the University has maintained a seemingly contradictory practice of refusing to cover access to without cost-sharing breastfeeding support, supplies, and counseling for its employees. ASU is now in a distinct minority of American employers who continue to fail to provide such benefits to its employees: in 2015 only 35% of benefits-covering American employers offered any grandfathered plans to employees and only 25% of covered American workers were enrolled in such plans (see attached report for source data). As a female employee and junior female faculty member, I am particularly concerned about the University's lack of interest in meeting the minimum standards on women's healthcare set by the ACA simply because its health insurance policy was grandfathered in and is not yet required by law to provide certain services and coverage.

In Committee

Personnel

I would like to encourage the University Senate to review this policy and ask ASU's administrators to reevaluate the University's position on employer-sponsored insurance coverage of ACA-required preventive health services that are currently considered optional under the grandfathered exceptions to the law. I presume that the breastfeeding component of the ACA-covered preventive services is not the only one that ASU currently refuses to cover for its employees, and I imagine the list of other preventive services currently being denied to employees would be of concern to many (if not all) members of the University Senate.

Notes/Progress

Senate Motion Created

Non-Motion Transmittal Created

Motion Number

Transmittal Response Received

Motion Passed Senate?

Date closed

Provost Response

RFC Number RFC-93 Request Date 3/29/2016

Subject Parental leave when both parents are ASU employees

Requestor Contact Reed Cartwrigth OriginOfRequest Faculty member

Person Assigned Personnel

Request Details

Reed suggested that the current ASU policy regarding parental leave punishes parents who both work at ASU. Reed sites in SPP 708 that states, if both parents or both domestic partners are ASU employees and request leave for the same qualifying event only a combined benefit of six weeks is available. He would like to see ASU employees each receive the six weeks, and be able to take the consecutively. The full email is in Chuck Barbee's Outlook RFC folder

Notes/Progress

8-25-2016: Mark Searle, via e-mail from Deb Clarke: Mark asked me to follow up with you regarding the question of parental leave that you discussed with him. We only provide six week of paid parental leave. But the other parent may choose to go on FMLA. Happy to talk if you like.

Senate Motion Created

Non-Motion Transmittal Created

Motion Number

Transmittal Response Received No

Motion Passed Senate? No

Date closed

Provost Response

in committee

Personnel

RFC Number RFC-64 Request Date 7/28/2015

Subject Review of instructor and lecturere pay/career progression clarity

Requestor Contact Brenda Hosley OriginOfRequest University Academic Council

Person Assigned Personnel

Request Details

Review instructor and lecture pay and career progression clarity. Stay informed on the tri University initiative.

Notes/Progress

Spring semester 2016: Committee continues to study this matter, see Personnel committee Annual report for AY 15-16 on the Senate website for the most current information (Section II.4).

Fall semester 2015: Current ASU advances in this area are guiding the Personnel committee NTT subcommittee to monitor this topic as of December 10, 2015. Sub committee will monitor and if substantive topics arise they will be pursued and presented to the personnel committee and Senate for review. Advances are Provost Page distribution of clarity on promotion and pay paths for NTT faculty, President Crow memo in August, 2015 in further support of this previous memo and providing additional guidance and implementation expectations.

Senate Motion Created

Non-Motion Transmittal Created

Motion Number

Transmittal Response Received No

Motion Passed Senate? NA

Date closed

Provost Response

in committee

Personnel

RFC Number RFC-63 Request Date 7/28/2015

Subject Unit Bylaws and response time from Provost and OGC

Requestor Contact Brenda Hosley OriginOfRequest University Academic Council

Person Assigned Personnel

Request Details

Look into unit bylaws and why it takes so long to Provost and General council feedback/approvals...this needs to be more responsive for faculty

Notes/Progress

5-1-2016: For most up to date information on this RFC review the Personnel committtee Annual Report Section II.3.

Fall semester 2015: Subcommittee of the Personnel Committee is currently working on this subject. Hugh Barnaby and Amy?

Senate Motion Created

Non-Motion Transmittal Created

Motion Number

Transmittal Response Received No

Motion Passed Senate? NA

Date closed

Provost Response

ASU Senate Personnel Committee

Bylaws Observation and Considerations

The Personnel Committee was tasked to study and potentially improve the processes related to the formulation, submission, revisions and approval of unit bylaws, specifically considering the lengthy amount of time that it takes to obtain feedback/approval from the Provost and Office General Council (OGC). Based on the work of the committee, the following observations and considerations are proposed.

General observations:

- There is no one template, but there are requirements. Get guidance from the provost if there are questions.
- Be complete, but concise. Most documents can be 15-20 pages.
- Be consistent in the language used across the entire document.
- Handle comments and revisions quickly and precisely.
- Have a faculty member monitor the submission (and revision) process through final approval.

Some considerations:

- Discussions of committees and committee appointments should consider managing committee workloads efficiently and inclusively across faculty.
- Rules for P&T committees must be clearly articulated and detailed.
- Rules regarding promotion to the rank of full professor require all voters to be full professors.
- Faculty on leave including sabbaticals should not have voting rights during the period of leave.
- Carefully articulate and justify appointed vs. elective positions.
- When possible, committee responsibilities should be stated in a similar manner, and similar committees should have similar/parallel responsibilities (for example, the undergraduate and graduate committees).
- In general, Search Committees should not be empowered to determine acceptability and rank. The committees should provide only an assessment of a candidate's record and potential.
- Include guiding statements specifically addressing the nature of participation and responsibilities of tenure-track versus contact faculty in committee work and other service and instructional work. For example:

“Tenured and Tenure-Track Faculty: All faculty members with the title Regents Professor, named professorship or chair, Professor, Associate Professor, or Assistant Professor whose academic year appointments are fifty percent or more have full voting privileges. Non-Tenure Track Faculty: Non-tenure-track faculty, including research professors of all ranks, professors of practice of all ranks, and lecturers; and whose academic year appointments are fifty percent or more have voting privileges as defined in *a specified policy statement*. Other Faculty, Research Professionals and Post-Doctoral Fellows. Faculty and research professionals not included in subsections a and b above (including, but not limited to, professors emeriti, affiliated faculty, adjunct faculty, visiting faculty, instructors, faculty associates, visiting scholars and post-doctoral fellows) do not have voting privileges. Their attendance at, and participation in, School Faculty Meetings is governed by *a specific policy statement*.”

ASU University Senate Leadership Statement on Future Faculty Compensation

President Crow,

Because the University Senate leadership cares about the achievement of institutional goals, we are writing to provide feedback for your consideration. As a precursor, we want to reaffirm the faculty's continued commitment and dedication to the vision 2025 goals recently distributed. You have been active and consistent in acknowledging the ASU faculty's commitment to innovation and pursuit of the tenets outlined in our charter. Foremost, we want to thank you for these acknowledgements and assure you that we are committed to the continued advancement of ASU.

With this faculty commitment in mind, we are reporting that spirits are dampened by the uncertainty surrounding the institutional commitment to competitive salaries and salary increases. We understand salary increases require significant allotments of capital. We are also aware however, that our faculty members perform more efficiently than the majority of our peer institutions, while at the same time receive a lower average income. Further, while it appears ASU is currently competing well in the marketplace for new hires, we will increasingly be held back by the lack of a university-wide, strategic salary plan that consistently acknowledges the contributions of high achieving faculty across each of its colleges and schools.

In closing, ASU faculty members are committed to out-performing our peer institutions. Understanding this, we request ASU develop a long-term compensation improvement strategy, that both positions and projects us as an institution committed to competitive employee salaries at all classifications and rank. The development and implementation of a compensation strategy will have a significant positive effect on morale and productivity. Please know the University Senate is happy to assist in this important project. With this knowledge in hand, we can achieve all of our goals and objectives as we look towards 2025 and beyond.

Respectfully submitted, University Academic Council, University Senate Executive Committee,
University Senate Personnel Committee

*Kathleen Puckett
Arnold Maltz
Shirley Rose
Elsie Moore
Alejandra Elenes
Stefan Stantchev
Barbara Guzzetti
Melanie Pitts
Keith Hollinger*

*Igor Shovkovy
Donna Cataldo
Brenda Hosley
Tamara Rounds
Michael Mokwa
Becky Ladd
Caroline Harrison
Aaron Fellmeth
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*Thomas Seager
Dave Wells
Alisia Tran
Aviral Shrivastava
Amy Shinabarger
Tara Mospan
Chris Kyselka
Greg Stone
Denise Bodman*

† ASU Office of Institutional Analysis 2015 AAUP faculty salary data for ABOR approved peer institutions, appendix A.

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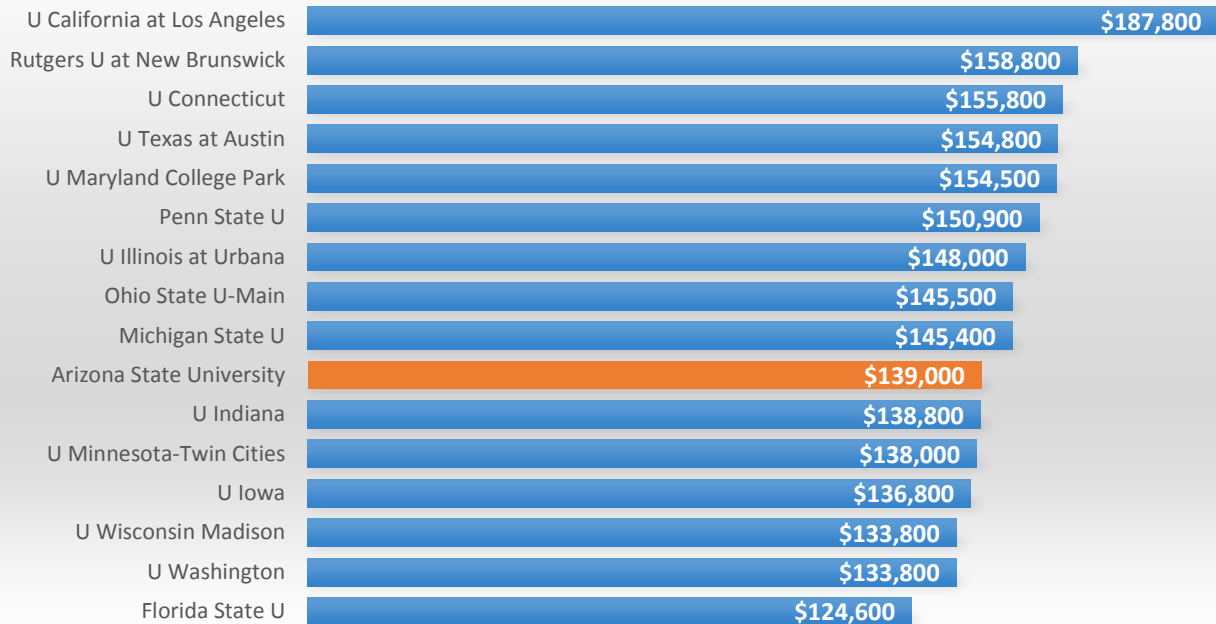
Appendix A (3 pages total)

FOR INTERNAL USE ONLY
Fall 2015 AAUP Mean Faculty Salary Data

ASU ABOR Peers	Professor	Associate Professor	Assistant Professor
Florida State U	\$124,600	\$88,400	\$86,000
Michigan State U	\$145,400	\$97,200	\$76,600
Ohio State U - Main	\$145,500	\$98,000	\$86,000
Penn State U	\$150,900	\$101,500	\$89,100
Rutgers U at New Brunswick	\$158,800	\$104,000	\$83,500
U California at Los Angeles	\$187,800	\$122,600	\$97,900
U Connecticut	\$155,800	\$105,700	\$88,500
U Illinois at Urbana	\$148,000	\$99,500	\$91,300
U Indiana	\$138,800	\$94,100	\$91,800
U Iowa	\$136,800	\$93,400	\$83,800
U Maryland at College Park	\$154,500	\$106,600	\$89,700
U Minnesota - Twin Cities	\$138,000	\$95,800	\$85,800
U Texas at Austin	\$154,800	\$100,500	\$93,900
U Washington	\$133,800	\$104,800	\$98,100
U Wisconsin at Madison	\$133,800	\$104,100	\$87,700
Peer Average (Mean)	\$148,400	\$100,400	\$87,800
ASU	\$139,000	\$94,000	\$82,100

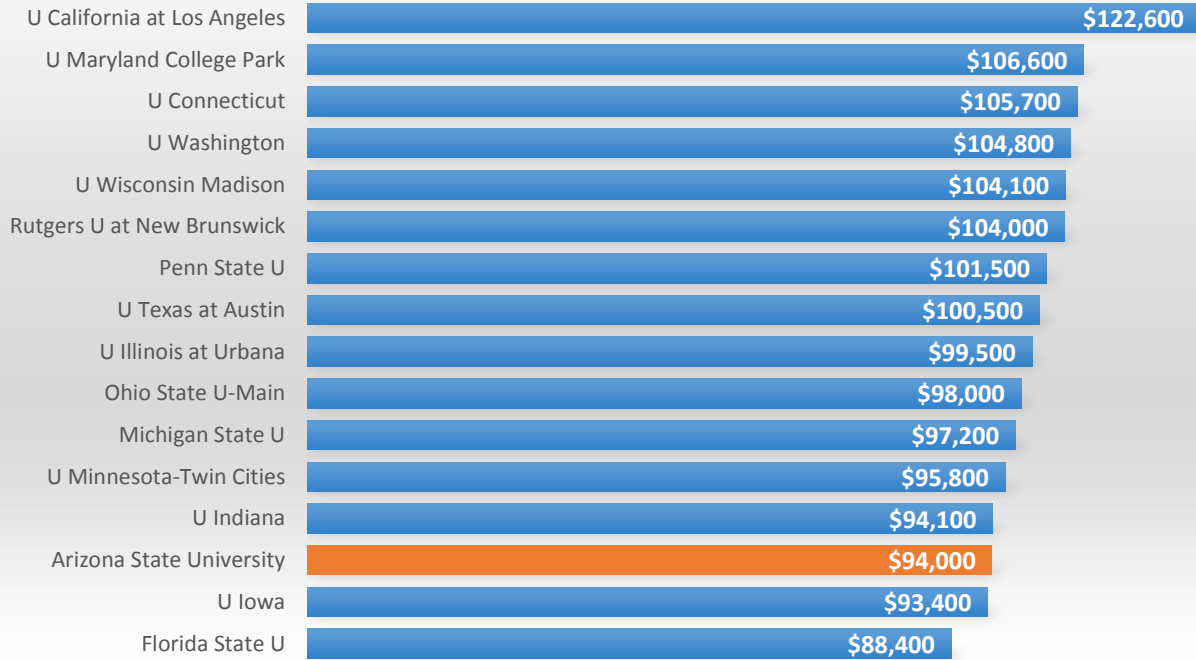
University Office of Institutional Analysis (#9105)
February 20, 2017

ASU Professor Salary vs ABOR Approved Peers Fall 2015 Data



Appendix A Continued

ASU Associate Professor Salary vs ABOR Approved
Peers
Fall 2015 Data



Appendix A Continued

ASU Assistant Professor Salary vs ABOR Approved
Peers
Fall 2015 Data

