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MEMORANDUM

To: Donna E. Shalala, President

From: Richard L. Williamson  
Chair, Faculty Senate

Date: May 11, 2012

Subject: Faculty Senate Legislation #2011-62(D) – 2011-2012 Faculty Senate Budget and  
Compensation Committee Report on Comparison Faculty Salaries

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At its May 9, 2012 meeting, the Faculty Senate accepted the 2011-2012 Faculty Senate Budget and Compensation Committee Report on Comparison Faculty Salaries.

The report – which does not include data on Medical Schools – shows that Miami has still not achieved salary parity with our comparison schools. However, the sharp drop in Assistant Professor salaries is an artifact of the data we receive and not indicative of the results if only tenure track faculty members were compared.

Enclosed is a copy of that report.

This legislation is sent for your information.

RW/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost  
R. Stephen Cantrell, Chair, Budget and Compensation Committee

## **Faculty Senate Budget and Compensation Committee Salary Comparison Report 2011-2012**

For several years now, the Budget and Compensation Committee<sup>1</sup> has been making an annual report to the Senate comparing faculty salaries at the University of Miami to those of the US member institutions of the American Association of Universities (AAU). Again this year, our report concentrates on comparisons with the aspirational peer group<sup>2</sup> of the 10 AAU private universities nearest the University of Miami in the *US News and World Report* annual rankings of national universities. This group of schools provides the basis against which the University measures progress toward the goals of its strategic plan. Moreover, the same set of schools is used for a very wide variety of comparison purposes. For example, tuition increases at these aspirational peers strongly influence tuition increases at UM. Additionally, we have included the same comparisons with the combined public/private membership of the AAU.

The latest academic year for which comparative data<sup>3</sup> is available is 2010-2011. Given the financial upheaval of the last few years and difficulties among major universities more broadly, the Committee remains of the opinion that we should not focus our report solely on this single year. Rather we should aim to give the Senate a broader perspective of how salaries here are comparing with those elsewhere over time including but not limited to the most recent year. The aims of this report are two-fold. First we ask whether we are making progress toward closing the gap between average salaries at UM and the mean of the average salaries in the aspirational peer group. That has been a long-term objective of the Senate, and one with which we have reached agreement with the Administration that doing so should be our common goal. We examine the data for all levels of the professoriate on two time scales: (1) longer term (every other year since 2002-2003); and (2) nearer term (every year since 2007-2008). We believe so doing gives the Senate valuable perspective on how we are comparing globally and how we have been affected by the recent economic turmoil relative to our peers. Second, again this year, we make a purely internal examination of the extent to which progress at UM is due to the fact that new faculty members tend to be hired at market rates.

### **External Comparisons**

As noted, we primarily consider the 10 aspirational peer institutions. In our first slide (Chart 1) we list the mean salaries at the full professor level at each institution and at UM each year from 2001-2002 to 2010-2011, as reported in the *Chronicle of Higher Education*. We calculate the average of the mean salaries at the peer institutions, and compare that against the UM mean. In the second slide we display these figures every other year starting with 2002-2003 and ending with the most recent year 2010-2011 side by side in the top graph (e.g., in 2002-2003, the AAU group figure was \$ 107.18 K while the UM figure was \$ 98.73 K). The second graph shows the UM mean as a percentage of the average of the aspirational group means (e.g. 92.11% in 2002-2003) in each of the target years, while the third shows

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<sup>1</sup> Members of the Committee are Stephen Cantrell (Chair), Jane Connolly, June Teufel Dreyer, Mark Friedman, Stephen Halpert, Manuel Huerta, Tomas Salerno, Warren Whisenant, Jorge Willemsen, and Ronald Zollo.

<sup>2</sup> Brandeis, Carnegie-Mellon, Case Western Reserve, Emory, NYU, Rochester, Syracuse, USC, Tulane, and Vanderbilt.

<sup>3</sup> Data is taken from the website of the *Chronicle of Higher Education*, and is based on reports made to the AAUP.

the numerical gap between the UM figure and aspirational group figure (\$8.46 K lower at UM in 2002-2003). The third slide presents the same three graphs for all years 2007-2008 and following. The next six slides (Charts 4-9) provide the same information for the associate and assistant professor levels.

In the cases of full and associate professor levels the data show that from 2002-2003 to 2010-2011 substantial progress was made in closing the gap between salaries at UM and at the aspirational peer group. Such is the case whether one considers percentages or actual dollars. If one focuses on the years from 2007-2008 forward, slower but consistent progress is detectible at the associate professor level. At the full professor level there was some slippage from 2008-2009 to 2009-2010 followed by gains from 2009-2010 to 2010-2011 roughly back to the 2008-2009 level, in terms of both percentages and numerical gaps. At the assistant professor level, there has been a decline since we exceeded parity with AAU comparison group in 2007-2008, which is particularly sharp from 2009-2010 to 2010-2011 (with a noticeable actual year to year decline in the UM mean salary).

The Committee is pleased to observe the progress that has been made over the long term, but believes that the data for the most recent years show that progress can quickly be undone and offers a caution and yet another challenge to the University going forward. The University has moved into a somewhat more competitive position relative to the aspirational peer group in this regard, but this position would deteriorate rather quickly if, for example, the peer group averaged 3% salary increases over the next several years while increases at UM averaged 2% or less during that same period.

### **Internal Comparisons**

The Committee again this year also considered the extent to which the relative improvement in UM's position is due to an influx of new faculty being hired at market salaries. To investigate this question, the Committee proceeded as follows.<sup>4</sup> Take the case of full professors first. For 2001-2002 and each subsequent year through 2010-2011, we compared the mean salary of faculty holding the rank of full professor in that year who have been at UM for more than 5 years with the mean salary of faculty holding the same rank in that year who have been at UM 5 years or less. We also kept track of the numbers of individuals in each category each year.

We conducted the same investigation for individuals at the rank of associate professor. Since very few individuals hold the rank of assistant professor for an extended period of time, we did not conduct the investigation at the assistant professor level. (See slides 23 and 24.)

Our investigation shows several things. First, the gap in dollars between the salaries of faculty who have been at UM for 5 years or less and those of faculty who have been at UM for more than 5 years has grown significantly since 2001-2002, particularly at the associate professor level. Second, the numbers of newer faculty are relatively small. Indeed, at the full professor level they are simply too small a group

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<sup>4</sup> The Committee expresses its appreciation to Dr. Mary Sapp and the Office of Institutional Research for the report they provided and which we have included here.

(never much more than 12% the size of the long established group) to account fully for the trends we observed in our external comparisons. The means for long established full professors follow the same trend as we observed for the complete cohort of full professors. Third, at the associate professor level long established individuals did move up on average relative to the aspirational group average between 2002-2003 and 2010-2011 but at a much more modest pace. There appear to be at least two reasons why this is the case. On one hand, while associate professors who have been at UM for 5 years or less are a small fraction of all associate professors, they constitute a relatively larger fraction than in the case of full professors. On the other, salaries of long established full professors have increased about 35% since 2002-2003 versus about 29.5% for long established associate professors. Indeed the ratio of the mean salary of a long established UM full professor to that of newer arrivals is only slightly lower in 2010-2011 than it was in 2002-2003 (.83 in 2002-2003 versus .815 in 2010-2011), while the same ratio in the case of associate professors has fallen from .92 in 2002-2003 to .774 in 2010-2011. (See slides 25 and 26).

# AAU Peer Institutions Faculty Salary Report

## Full Professors

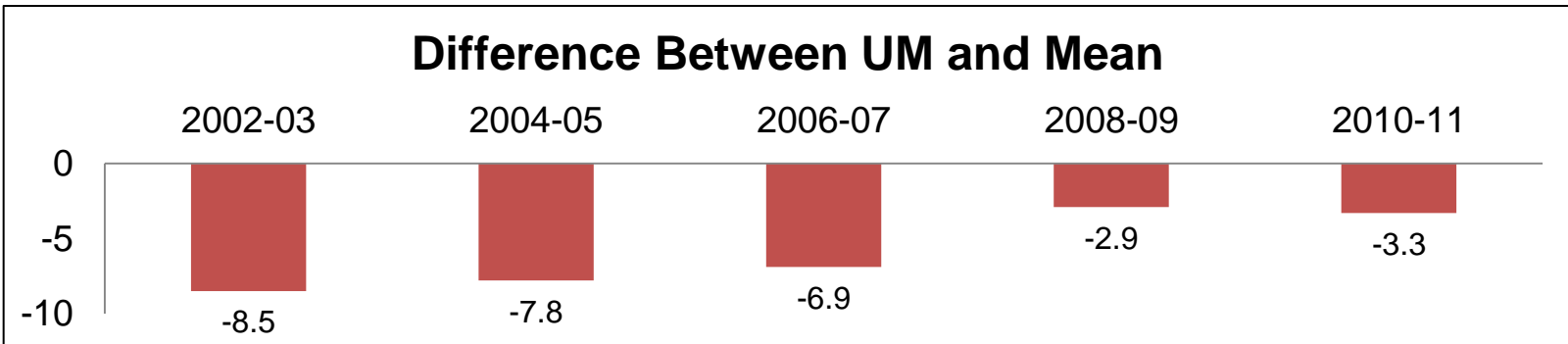
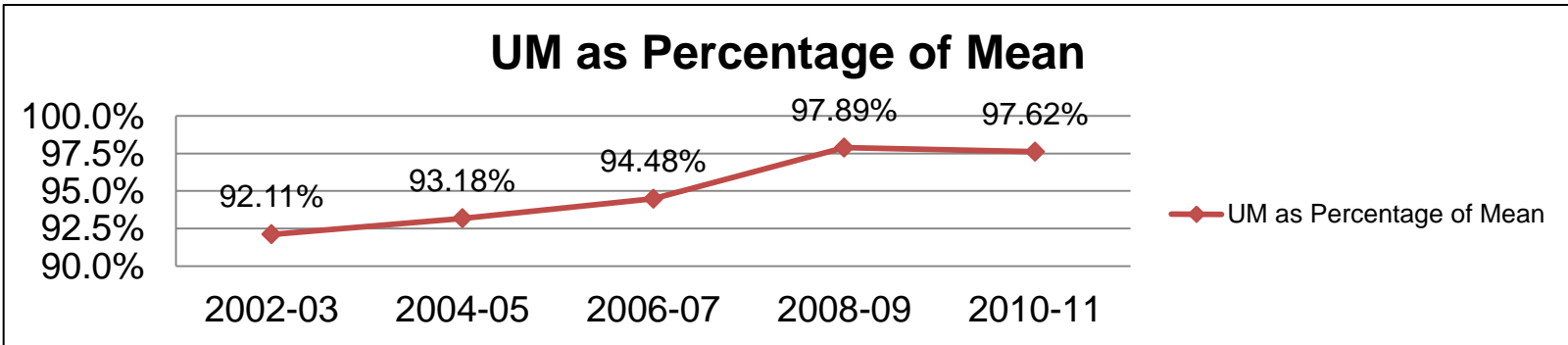
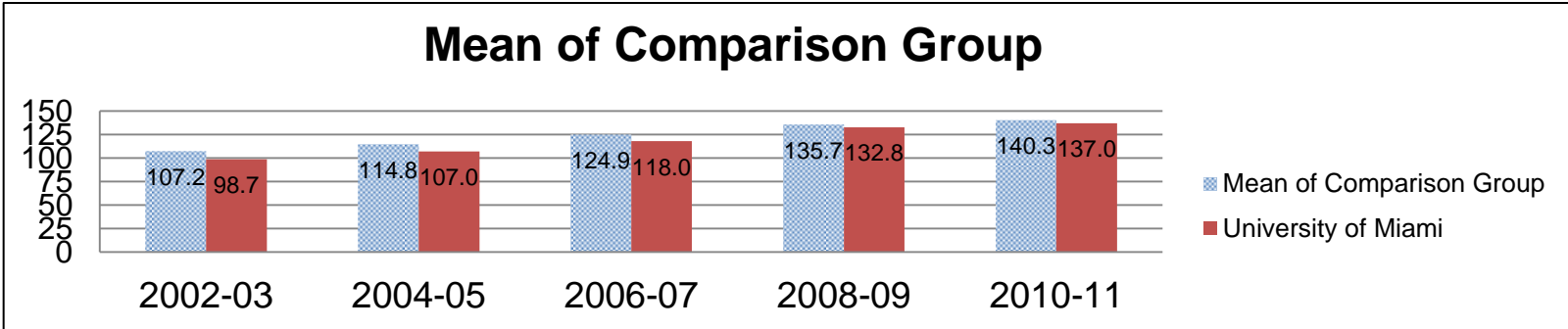
<b>Academic Institution</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>*Brandeis University</b>	88.3	93.0	94.1	99.3	106.7	111.6	116.6	121.3	121.9	123.9
<b>*Carnegie Mellon University</b>	108.8	110.4	114.7	118.4	123.8	127.0	132.2	136.5	137.6	138.9
<b>*Case Western Reserve University</b>	96.7	101.9	106.9	109.6	117.4	116.0	118.9	121.5	124.2	129.1
<b>*Emory University</b>	117.7	121.8	126.5	131.9	137.0	142.2	147.2	153.4	154.8	154.1
<b>*New York University</b>	126.4	132.2	134.2	138.1	144.0	149.5	162.4	170.7	171.7	175.9
<b>*Syracuse University, Main Campus</b>	82.2	86.7	90.9	94.5	97.9	104.0	107.0	112.0	112.5	115.3
<b>*Tulane University</b>	92.9	99.1	100.2	102.8	109.8	116.0	119.8	125.9	128.0	134.2
<b>*University of Rochester</b>	-	101.4	103.8	105.8	108.8	112.8	118.2	124.4	125.6	129.7
<b>*University of Southern California</b>	108.5	113.0	118.7	123.8	129.0	134.5	140.1	145.0	145.8	151.0
<b>*Vanderbilt University</b>	106.9	112.3	117.1	123.9	126.6	135.4	140.3	145.9	145.1	151.3
<b>Mean of Comparison Group</b>	103.2	107.2	110.7	114.8	120.1	124.9	130.3	135.7	136.7	140.3
<b>University of Miami</b>	94.03	98.73	104.80	106.98	111.50	118.00	125.00	132.80	132.5	137.0
<b>Difference between UM and Mean</b>	-9.1	-8.5	-5.9	-7.8	-8.6	-6.9	-5.3	-2.9	-4.2	-3.3
<b>UM as percentage of Mean</b>	91.16%	92.11%	94.66%	93.18%	92.85%	94.48%	95.95%	97.89%	96.91%	97.62%

\* Private

# UM and AAU Peer Institutions Comparison

## Full Professors

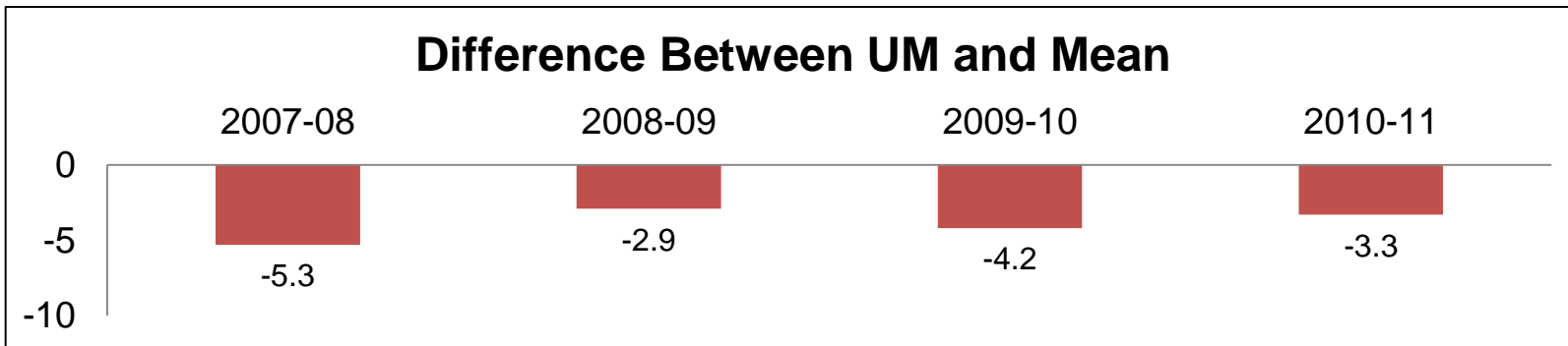
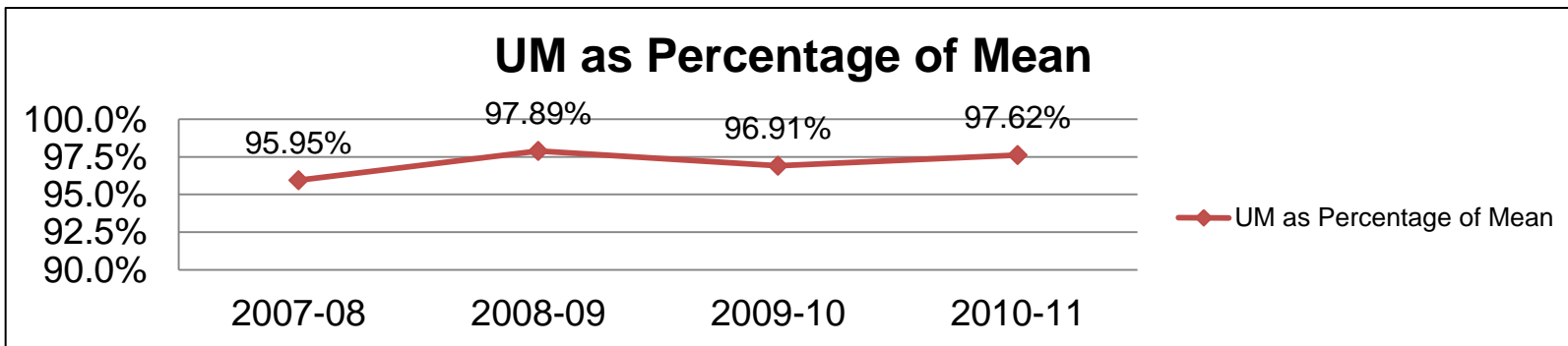
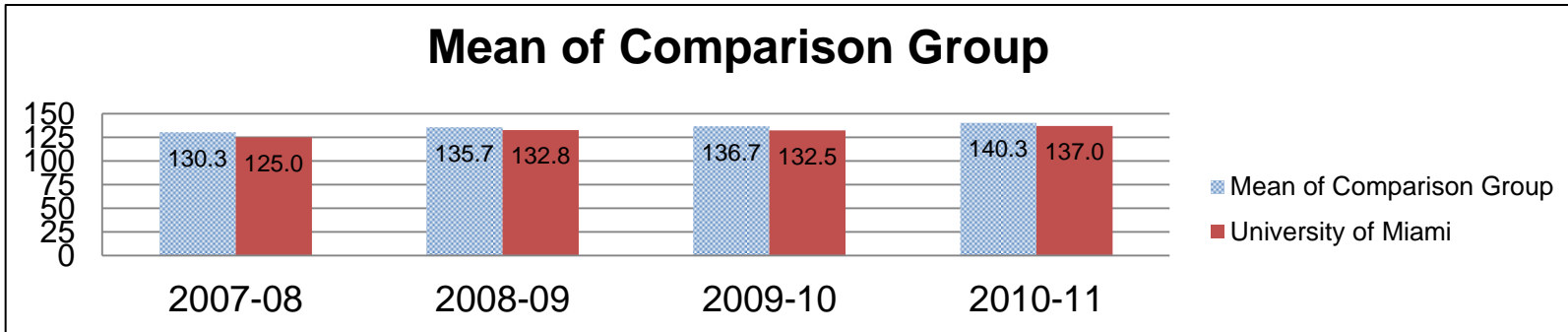
### 2002-2011



# UM and AAU Peer Institutions Comparison

## Full Professors

### 2007-2011



# AAU Peer Institutions Faculty Salary Report

## Associate Professors

Budget and Compensation Committee Salary Report

4-18-12 FS agenda

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<b>Academic Institution</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
* <b>Brandeis University</b>	65.4	69.7	72.0	73.3	77.0	80.7	84.0	87.0	84.9	86.5
* <b>Carnegie Mellon University</b>	78.5	79.2	82.3	84.5	89.1	93.2	96.4	98.5	97.1	97.4
* <b>Case Western Reserve University</b>	69.1	71.9	75.4	79.1	84.5	78.4	81.5	83.0	82.5	84.5
* <b>Emory University</b>	76.4	79.4	81.1	84.3	86.2	90.1	93.4	100.5	99.4	99.9
* <b>New York University</b>	78.4	82.6	82.7	85.4	88.3	91.2	102.6	103.7	101.5	103.8
* <b>Syracuse University, Main Campus</b>	63.0	66.5	68.7	70.7	72.2	75.2	78.2	82.1	82.0	83.8
* <b>Tulane University</b>	61.3	71.6	69.7	73.5	77.0	78.8	82.4	83.4	84.0	85.3
* <b>University of Rochester</b>	71.1	75.0	73.6	76.4	78.4	81.9	85.8	89.6	88.7	91.6
* <b>University of Southern California</b>	74.6	77.9	81.5	84.6	88.5	92.0	93.6	95.8	98.6	103.3
* <b>Vanderbilt University</b>	70.8	74.2	76.2	79.0	81.9	86.3	91.0	93.5	93.1	96.2
Mean of Comparison Group	70.9	74.8	76.3	79.1	82.3	84.8	88.9	91.7	91.2	93.2
<b>University of Miami</b>	63.7	66.3	70.0	72.2	75.2	79.0	83.0	86.2	86.9	90.0
Difference between UM and Mean	-7.2	-8.5	-6.3	-6.9	-7.1	-5.8	-5.9	-5.5	-4.3	-3.2
UM as percentage of Mean	89.88%	88.59%	91.72%	91.30%	91.36%	93.18%	93.37%	93.99%	95.31%	96.54%

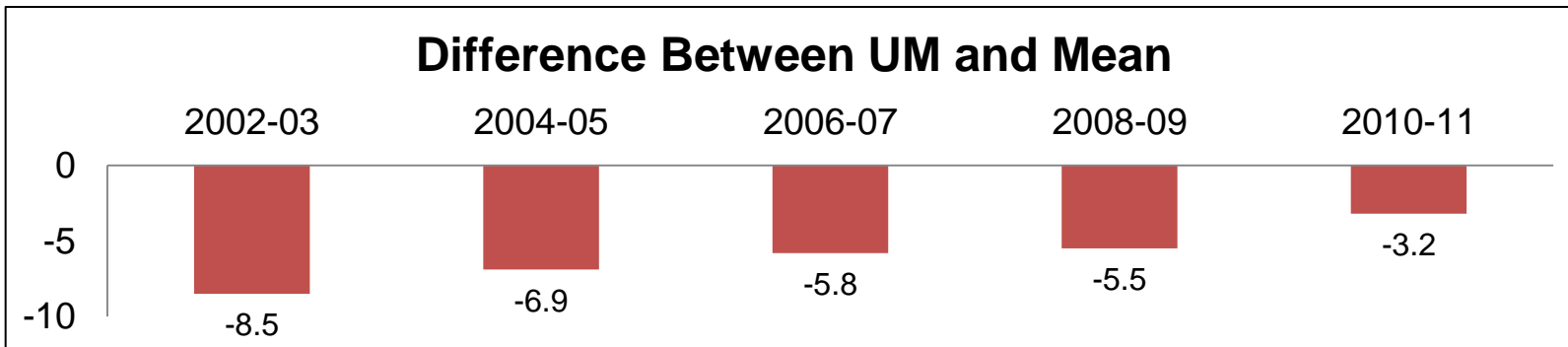
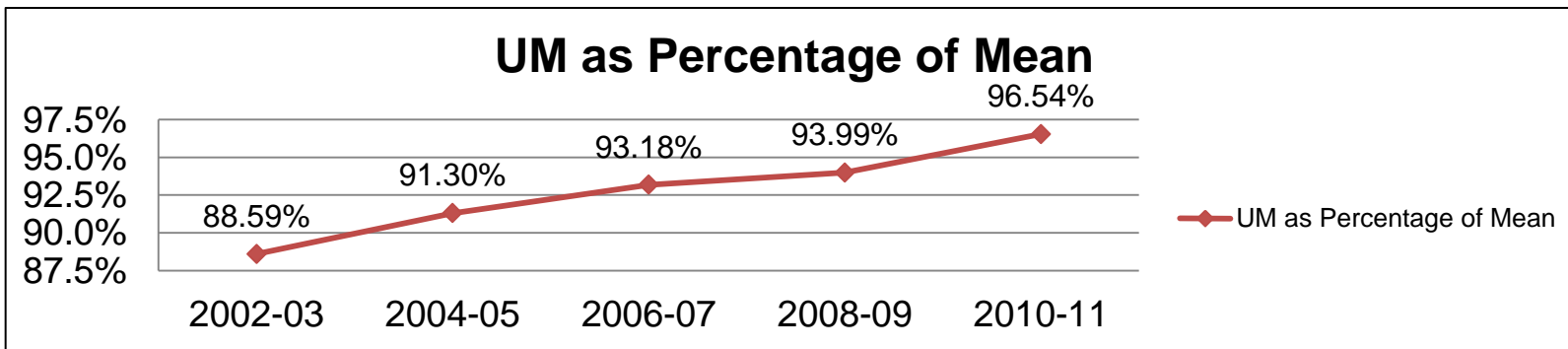
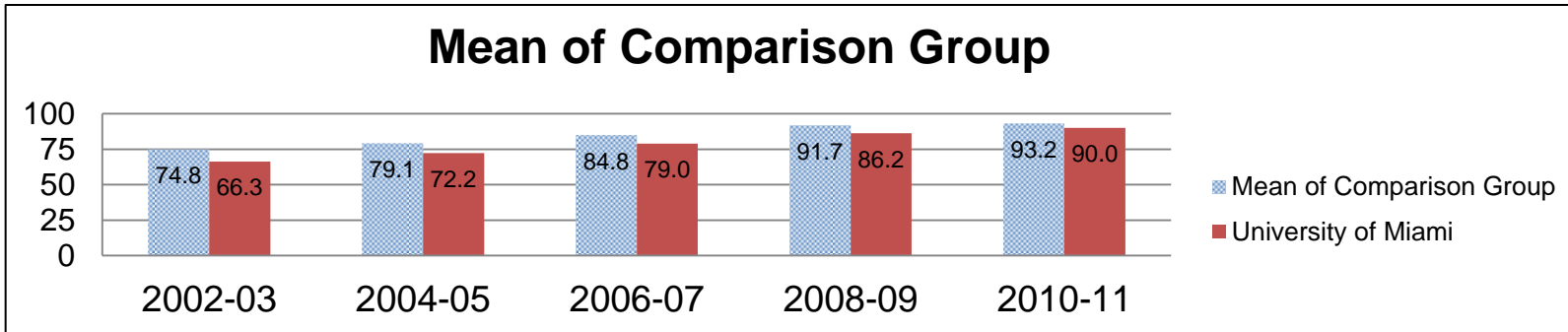
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# UM and AAU Peer Institutions Comparison

## Associate Professors

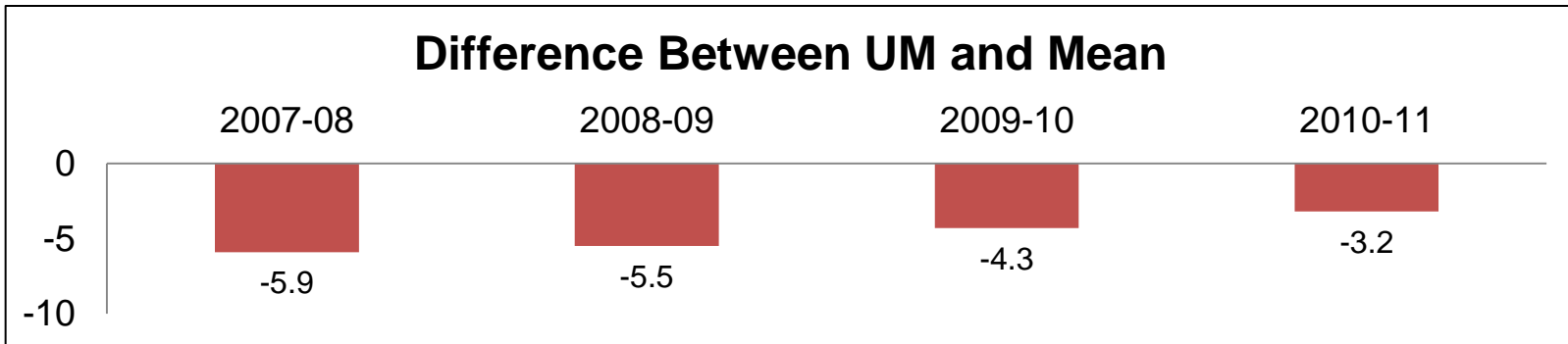
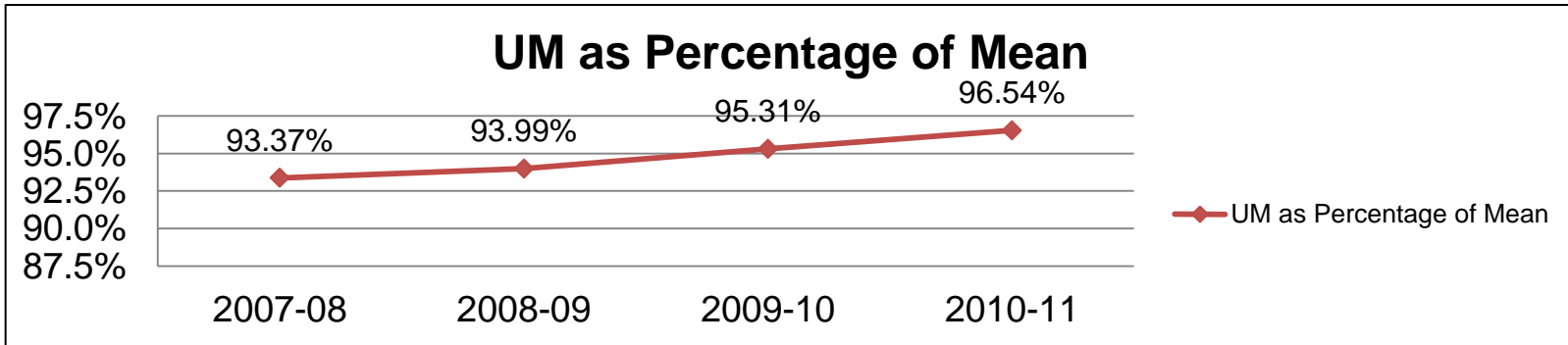
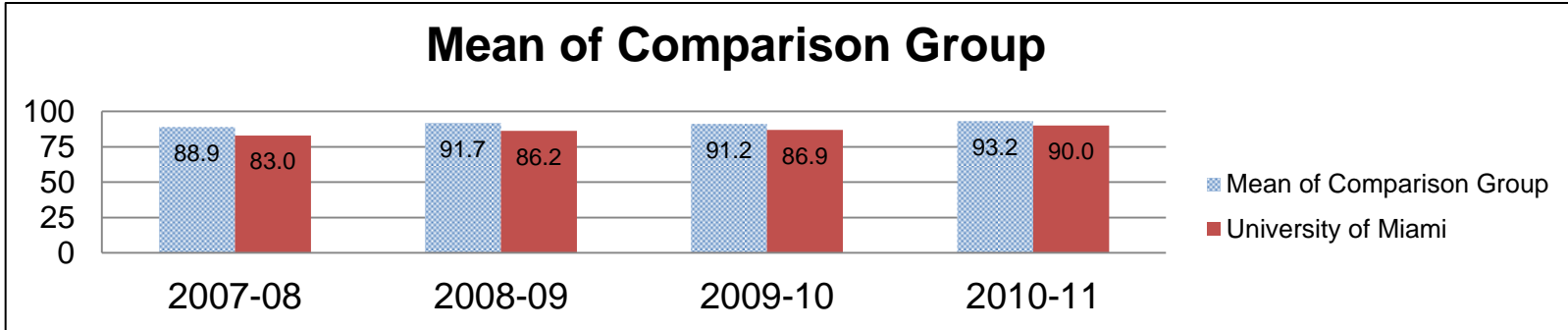
### 2002-2011



# UM and AAU Peer Institutions Comparison

## Associate Professors

### 2007-2011



# AAU Peer Institutions Faculty Salary Report

## Assistant Professors

Budget and Compensation Committee Salary Report

4-18-12 FS agenda

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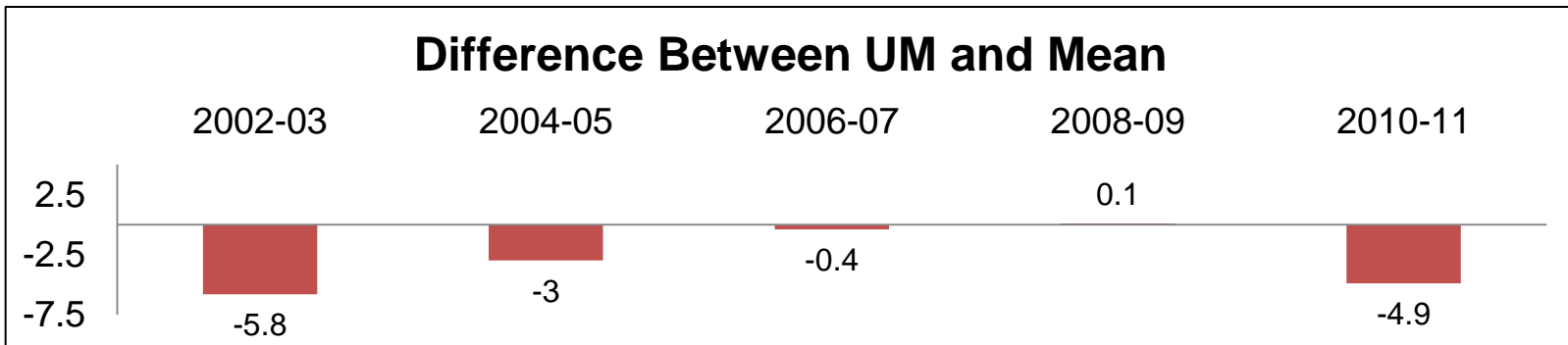
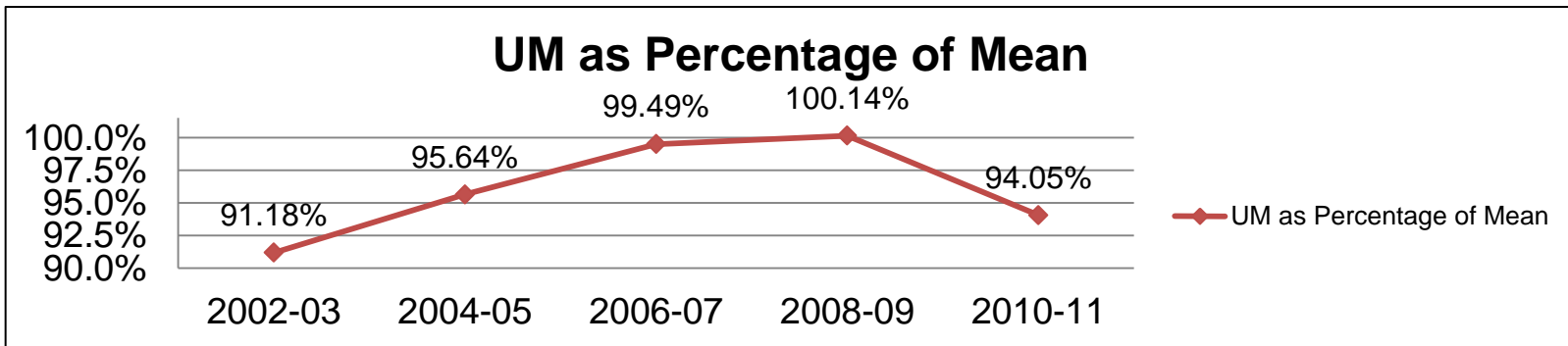
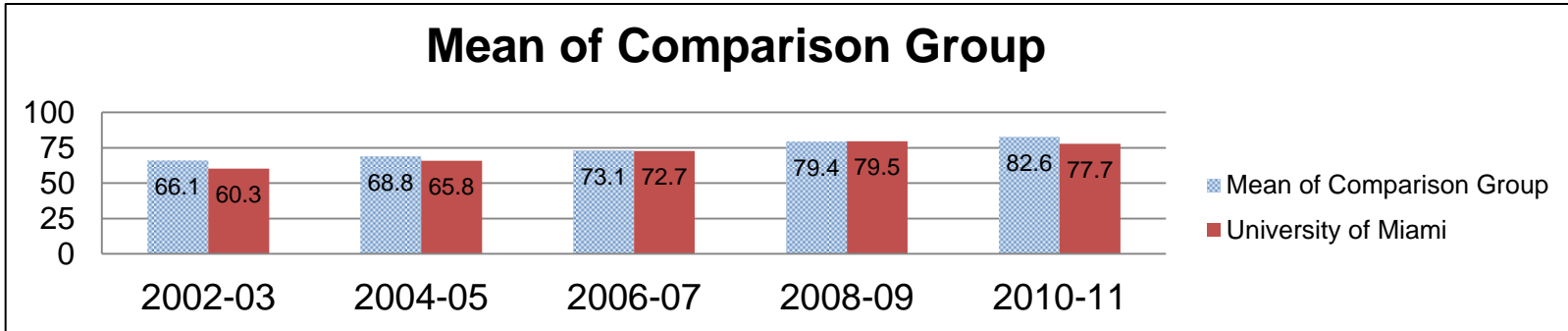
<b>Academic Institution</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
* <b>Brandeis University</b>	58.4	61.9	63.6	66.5	70.5	71.6	74.6	78.9	79.1	79.5
* <b>Carnegie Mellon University</b>	59.8	71.3	71.2	75.0	80.5	82.9	84.3	88.6	89.7	95.9
* <b>Case Western Reserve University</b>	61.4	65.1	64.9	68.5	62.7	67.9	69.9	72.7	74.6	74.3
* <b>Emory University</b>	64.1	69.1	72.3	74.5	76.3	77.9	78.9	84.1	83.4	85.3
* <b>New York University</b>	70.2	73.1	74.8	73.7	75.9	80.1	90.3	93.5	92.7	95.6
* <b>Syracuse University, Main Campus</b>	52.3	55.2	57.6	59.6	62.2	64.9	68.6	69.3	69.1	70.8
* <b>Tulane University</b>	57.7	60.8	61.1	61.3	65.3	63.4	66.1	65.2	67.8	69.3
* <b>University of Rochester</b>	66.9	67.1	69.7	70.2	71.0	73.2	77.2	82.4	83.8	89.4
* <b>University of Southern California</b>	65.6	69.1	70.9	73.7	76.4	81.6	85.0	86.7	89.6	91.5
* <b>Vanderbilt University</b>	59.5	68.6	64.3	65.0	66.0	67.2	69.5	72.5	73.1	74.6
Mean of Comparison Group	61.6	66.1	67.0	68.8	70.7	73.1	76.4	79.4	80.3	82.6
<b>University of Miami</b>	58.9	60.3	64.3	65.8	67.8	72.7	76.6	79.5	79.1	77.7
Difference between UM and Mean	-2.7	-5.8	-2.7	-3.0	-2.9	-0.4	0.2	0.1	-1.2	-4.9
UM as percentage of Mean	95.65%	91.18%	95.91%	95.64%	95.93%	99.49%	100.21%	100.14%	98.52%	94.05%

\* Private

# UM and AAU Peer Institutions Comparison

## Assistant Professors

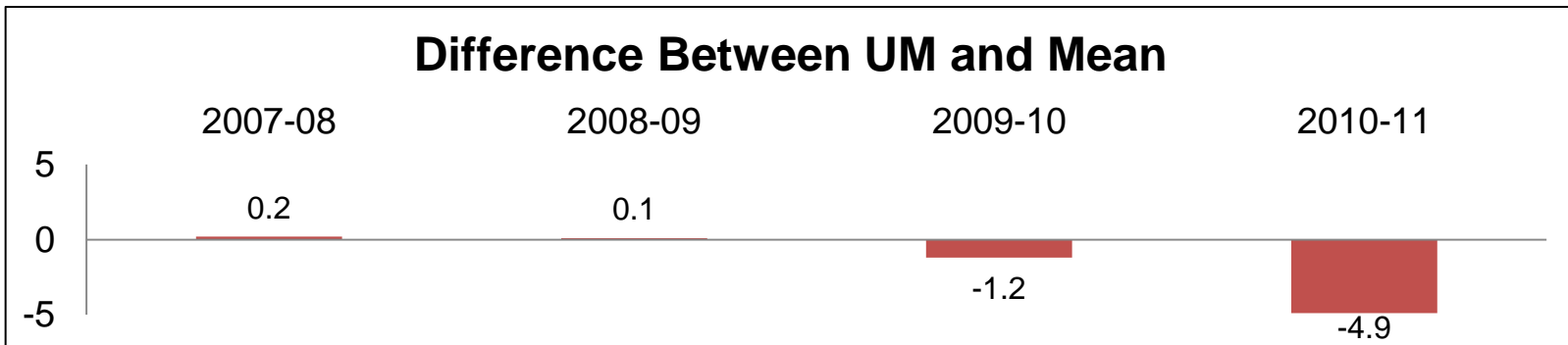
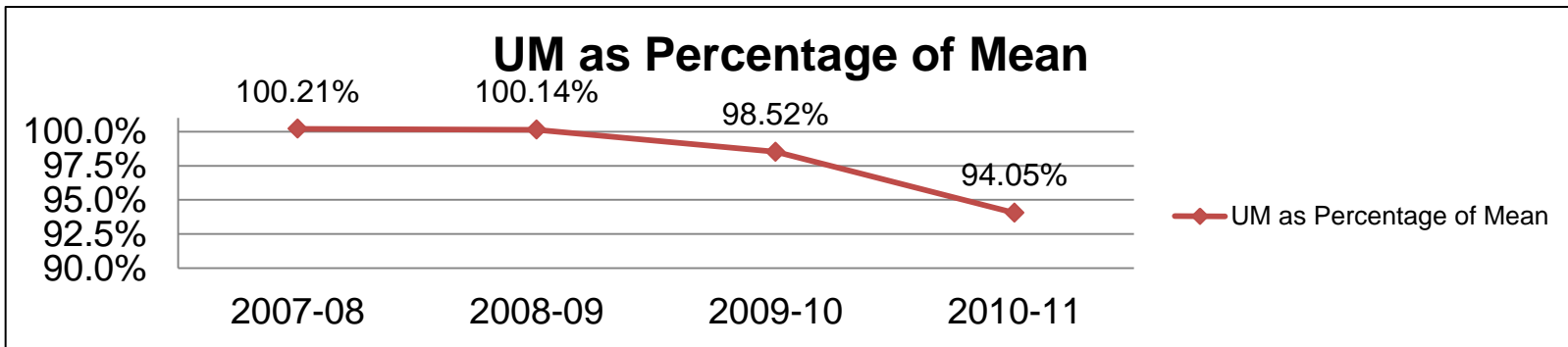
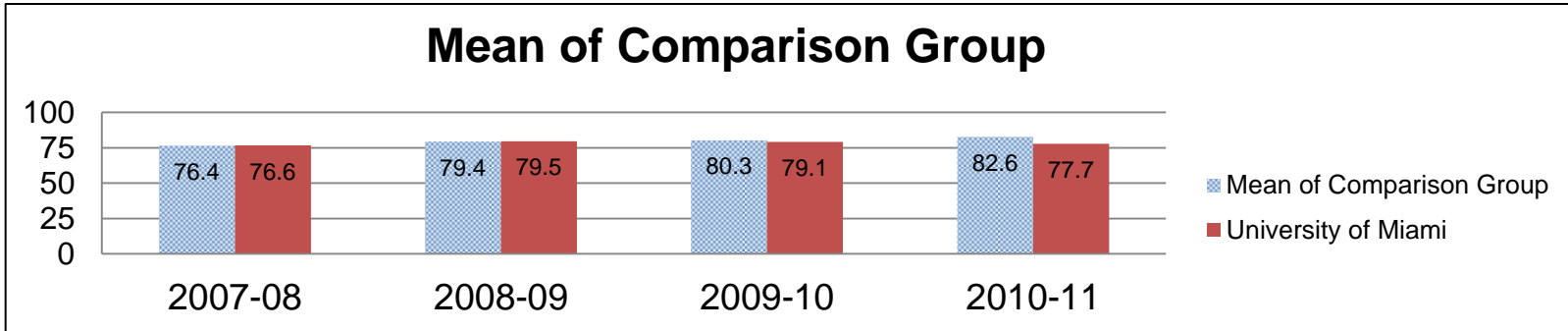
### 2002-2011



# UM and AAU Peer Institutions Comparison

## Assistant Professors

### 2007-2011



# Average Faculty Salary Report

## Full Professors

Academic Institution	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
*Brandeis University	88.3	93.0	94.1	99.3	106.7	111.6	116.6	121.3	121.9	123.9
*Brown University	101.8	111.0	116.9	123.1	129.2	134.9	139.9	146.4	145.8	150.7
*California Institute of Technology	127.7	131.4	131.0	145.7	147.8	155.8	162.2	172.5	171.9	171.5
*Carnegie Mellon University	108.8	110.4	114.7	118.4	123.8	127.0	132.2	136.5	137.6	138.9
*Case Western Reserve University	96.7	101.9	106.9	109.6	117.4	116.0	118.9	121.5	124.2	129.1
*Catholic University of America	77.0	78.6	81.7	86.7	90.8	94.6	99.0	103.0	106.3	108.3
*Columbia University in the City of New York	125.5	130.5	134.2	140.4	-	-	166.2	178.8	188.6	191.4
*Cornell University, New York	110.6	119.0	126.3	131.1	137.0	141.8	148.2	154.3	155.2	157.8
*Duke University	118.8	124.9	128.6	131.2	136.4	142.0	152.6	161.2	160.8	163.4
*Emory University	117.7	121.8	126.5	131.9	137.0	142.2	147.2	153.4	154.8	154.1
*Harvard University	144.7	150.8	157.5	163.2	168.7	177.4	184.8	192.6	191.2	193.8
Indiana University at Bloomington	94.2	96.8	99.1	101.8	104.9	109.0	114.0	118.0	120.7	120.9
Iowa State University	87.4	89.7	92.2	93.3	97.2	100.6	106.7	112.1	111.6	114.3
*Johns Hopkins University	105.0	108.5	111.8	115.5	120.7	-	-	-	-	-
*Massachusetts Institute of Technology	123.2	127.6	135.1	135.0	140.3	145.9	151.6	160.3	161.0	165.8
Michigan State University	89.7	95.0	98.3	101.8	105.9	110.2	116.0	121.9	125.0	125.2
*New York University	126.4	132.2	134.2	138.1	144.0	149.5	162.4	170.7	171.7	175.9
*Northwestern Univ	122.3	127.7	131.9	136.3	140.8	147.2	153.6	161.8	166.3	169.5
Ohio State University, Main Campus	93.7	98.2	103.5	108.4	112.6	117.2	121.6	126.4	129.5	131.5
Pennsylvania State U, Main Campus (U Park)	98.1	102.7	108.0	112.6	116.5	120.2	125.4	131.1	130.4	133.5
*Princeton University	131.7	138.6	145.6	151.1	156.8	163.7	172.2	180.3	181.0	186.0
Purdue University, Main Campus	90.5	93.1	97.2	100.7	104.3	107.6	111.3	115.0	115.8	122.1
*Rice University	114.0	117.8	119.1	123.7	127.0	130.4	137.1	146.6	151.8	155.2
Rutgers the State Univ of NJ New Brunswick	105.7	108.5	110.9	112.9	116.3	123.8	130.1	137.5	140.1	142.7
*Stanford University	131.0	137.3	142.6	148.5	156.2	164.3	173.7	181.9	181.4	188.4
SUNY at Buffalo	98.7	103.2	104.4	107.7	111.6	-	-	-	-	-
SUNY at Stony Brook, All Campuses	98.3	102.6	102.5	107.0	110.6	116.4	116.2	126.5	131.9	138.6
*Syracuse University, Main Campus	82.2	86.7	90.9	94.5	97.9	104.0	107.0	112.0	112.5	115.3
Texas A&M University Main Campus	88.8	91.2	95.2	100.2	104.1	107.4	112.3	116.3	120.3	118.9
*Tulane University	92.9	99.1	100.2	102.8	109.8	116.0	119.8	125.9	128.0	134.2
University of Arizona	87.7	90.6	92.5	95.9	102.3	107.1	113.1	114.5	117.3	117.5
University of California-Berkeley	115.9	117.3	123.0	121.8	126.2	131.3	141.0	143.5	145.8	149.1
University of California-Davis	98.2	99.6	105.0	103.3	107.0	114.0	121.5	122.7	123.4	123.8
University of California-Irvine	103.1	104.8	107.9	108.5	112.2	117.7	128.7	131.8	132.7	132.0
University of California-Los Angeles	115.7	117.9	122.4	123.3	128.4	133.2	142.0	144.5	148.0	153.7
University of California-San Diego	106.2	108.9	112.4	113.8	118.1	124.4	131.9	133.8	135.4	136.3
University of California-Santa Barbara	104.9	106.6	109.6	110.6	115.1	119.3	127.0	129.0	131.1	132.0
*University of Chicago	129.2	134.7	141.3	148.4	155.1	162.5	170.8	179.5	184.1	190.4
University of Colorado at Boulder	89.7	95.7	98.4	100.6	102.8	106.8	116.4	121.5	121.6	118.6

# Average Faculty Salary Report

## Full Professors (cont.)

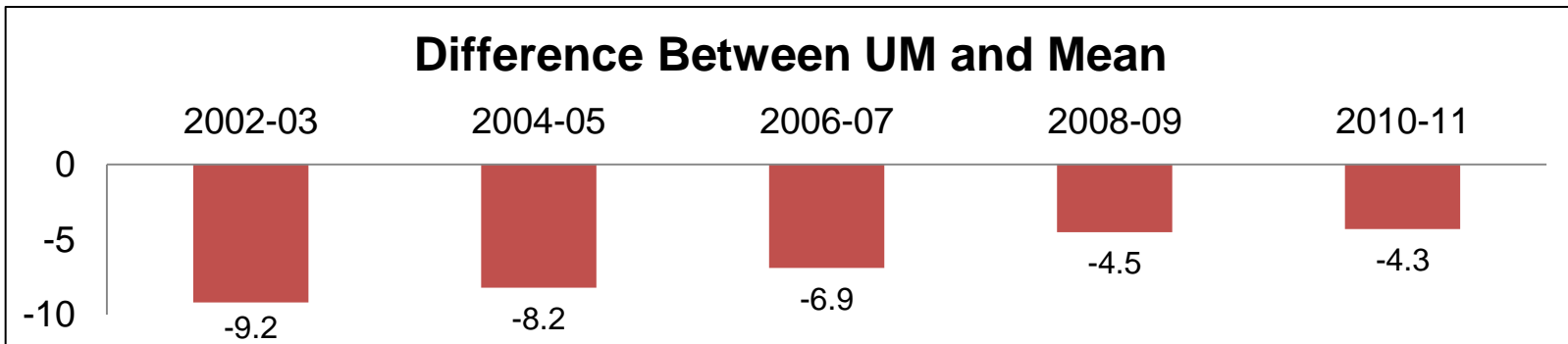
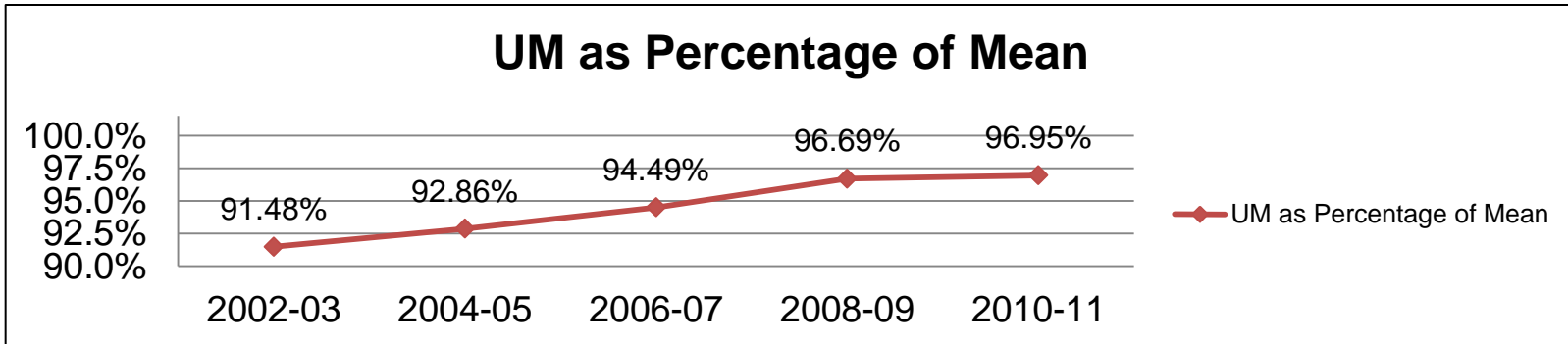
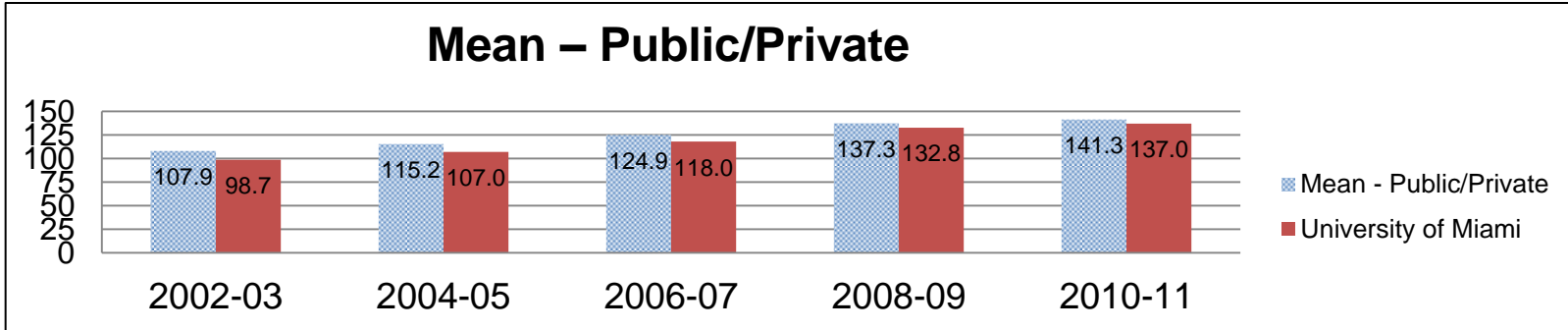
Academic Institution	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
University of Florida	86.9	89.3	93.5	96.0	101.4	107.7	109.3	115.2	117.0	122.1
University of Illinois at Urbana-Champaign	100.9	101.4	107.0	111.8	116.6	120.9	125.7	129.6	130.0	133.5
University of Iowa	97.1	99.4	100.8	102.8	105.3	109.8	118.1	124.6	124.1	126.3
University of Kansas, Main Campus	84.4	84.6	87.9	92.4	98.0	103.9	110.5	117.3	116.9	117.7
University of Maryland at College Park	105.6	106.5	107.0	111.0	115.7	121.1	127.5	133.4	134.7	134.4
University of Michigan at Ann Arbor	108.9	114.8	117.8	120.2	125.6	130.4	137.0	142.1	144.0	146.9
University of Minnesota - Twin Cities	97.6	101.3	102.0	105.4	110.3	116.6	121.3	127.4	124.8	123.2
University of Missouri, Columbia	88.9	88.4	91.8	94.3	96.7	100.7	102.8	111.2	111.0	111.1
University of Nebraska at Lincoln	86.6	90.7	90.9	93.9	97.5	101.1	105.2	110.1	112.0	112.3
University of North Carolina at Chapel Hill	103.4	105.2	106.3	112.7	115.3	126.8	138.5	142.7	143.0	143.3
University of Oregon	76.7	80.3	83.1	83.6	88.0	88.3	94.8	99.8	103.0	104.9
*University of Pennsylvania	128.0	133.5	138.5	143.4	149.9	156.5	163.3	169.4	170.1	175.1
University of Pittsburgh Main Campus	95.8	102.4	105.6	109.8	113.2	119.5	121.9	127.3	128.3	132.8
*University of Rochester	-	101.4	103.8	105.8	108.8	112.8	118.2	124.4	125.6	129.7
*University of Southern California	108.5	113.0	118.7	123.8	129.0	134.5	140.1	145.0	145.8	151.0
University of Texas at Austin	98.8	102.9	103.2	109.9	115.7	121.2	126.0	132.3	133.3	136.5
University of Virginia, Main Campus	107.6	107.7	112.9	118.1	123.1	128.0	132.7	133.7	134.7	136.5
University of Washington - Seattle	90.1	91.2	93.2	98.1	102.1	108.9	116.4	121.7	121.9	118.3
University of Wisconsin-Madison	92.9	96.4	96.2	97.8	100.5	103.5	107.0	109.5	111.1	113.8
*Vanderbilt University	106.9	112.3	117.1	123.9	126.6	135.4	140.3	145.9	145.1	151.3
*Washington University	111.5	117.9	122.0	128.4	135.2	145.1	150.8	159.3	160.7	164.9
*Yale University	131.2	137.2	138.8	145.6	151.2	157.6	165.1	174.7	174.1	177.1
MEAN - PUBLIC	96.7	99.6	102.4	105.4	109.4	114.4	120.3	125.0	125.8	128.0
MEAN - PRIVATE	113.9	118.5	122.6	127.6	132.5	138.7	145.9	153.0	154.5	158.2
MEAN - PUB/PRIV	104.2	107.9	111.3	115.2	119.4	124.9	131.6	137.3	138.7	141.3
University of Miami	94.03	98.73	104.80	106.98	111.50	118.00	125.00	132.80	132.5	137.0
DIFFERENCE - PUBLIC	-2.7	-0.8	2.4	1.6	2.1	3.6	4.7	7.8	6.7	9.0
DIFFERENCE - PRIVATE	-19.9	-19.7	-17.8	-20.6	-21.0	-20.7	-20.9	-20.2	-22.0	-21.2
DIFFERENCE - PUB/PRI Combined	-10.1	-9.2	-6.5	-8.2	-7.9	-6.9	-6.6	-4.5	-6.2	-4.3
PERCENTAGE - PUBLIC	97.20%	99.17%	102.34%	101.54%	101.87%	103.16%	103.91%	106.27%	105.35%	107.02%
PERCENTAGE - PRIVATE	82.55%	83.34%	85.49%	83.83%	84.18%	85.05%	85.67%	86.77%	85.75%	86.61%
PERCENTAGE - PUB/PRI Combined	90.26%	91.48%	94.13%	92.86%	93.37%	94.49%	94.99%	96.69%	95.56%	96.95%

\* Private

# UM Average Faculty Salary Comparison

## Full Professors

### 2002-2011

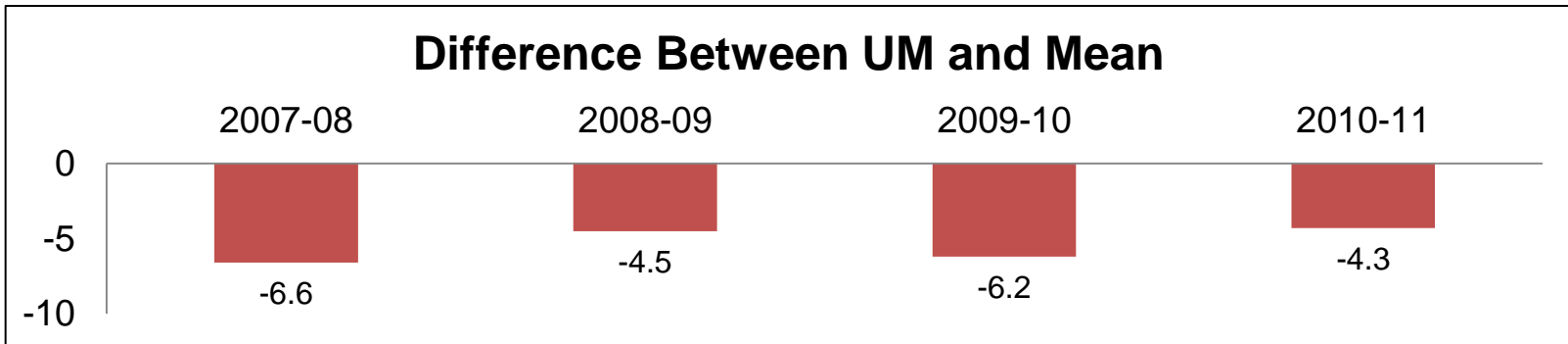
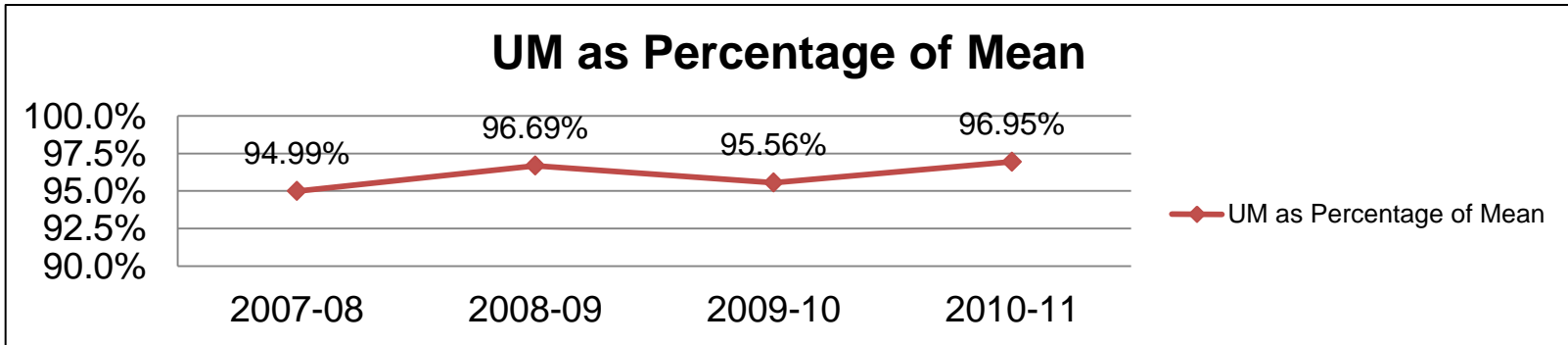
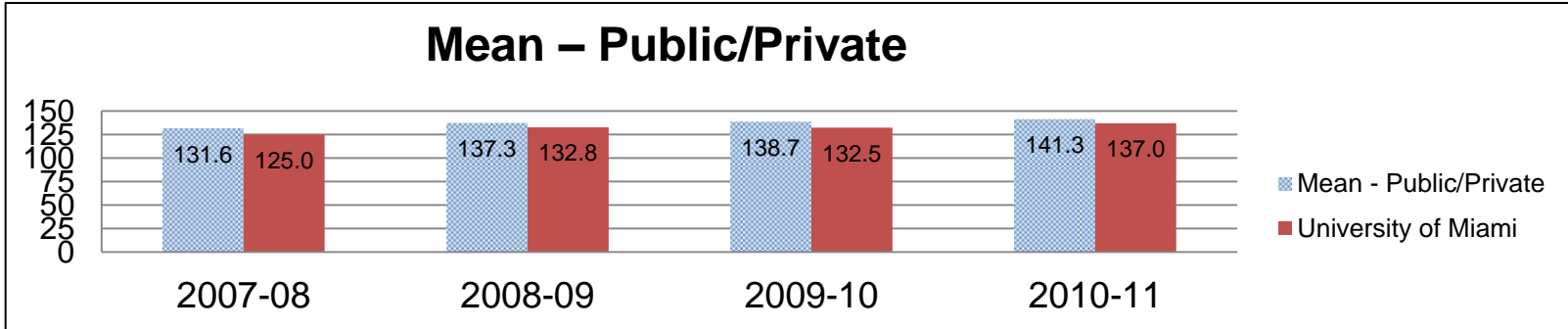




# UM Average Faculty Salary Comparison

## Full Professors

### 2007-2011



# Average Faculty Salary Report

## Associate Professors

Budget and Compensation Committee Salary Report

4-18-12 FS agenda

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Academic Institution	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
*Brandeis University	65.4	69.7	72.0	73.3	77.0	80.7	84.0	87.0	84.9	86.5
*Brown University	68.1	71.4	73.7	78.4	81.0	83.9	88.0	91.9	91.9	96.8
*California Institute of Technology	88.4	82.2	94.9	103.3	106.5	111.3	120.2	126.2	126.0	112.4
*Carnegie Mellon University	78.5	79.2	82.3	84.5	89.1	93.2	96.4	98.5	97.1	97.4
*Case Western Reserve University	69.1	71.9	75.4	79.1	84.5	78.4	81.5	83.0	82.5	84.5
*Catholic University of America	55.5	57.9	61.4	63.5	67.1	69.7	72.6	74.5	74.0	75.4
*Columbia University in the City of New York	81.4	83.2	88.8	94.5	-	-	106.6	113.3	117.0	122.5
*Cornell University, All Campuses	81.4	86.3	90.5	92.9	96.6	99.1	103.4	109.8	108.8	109.3
*Duke University	79.0	84.1	85.4	89.5	91.3	96.8	102.5	107.3	102.6	103.9
*Emory University	76.4	79.4	81.1	84.3	86.2	90.1	93.4	100.5	99.4	99.9
*Harvard University	85.2	88.8	91.9	92.3	97.1	100.0	106.1	112.3	116.9	120.7
Indiana University at Bloomington	64.0	66.2	99.1	101.8	104.9	109.0	114.0	118.0	82.0	82.2
Iowa State University	65.4	67.3	69.2	70.6	72.3	73.7	77.6	81.9	81.8	82.3
*Johns Hopkins University	72.0	75.1	78.2	79.5	83.2	-	-	-	-	-
*Massachusetts Institute of Technology	82.9	87.0	91.5	91.0	94.1	99.7	106.4	110.3	111.0	115.1
Michigan State University	67.6	69.9	72.4	73.7	76.4	79.2	82.8	85.9	87.3	87.0
*New York University	78.4	82.6	82.7	85.4	88.3	91.2	102.6	103.7	101.5	103.8
*Northwestern Univ	80.3	83.9	86.9	90.7	93.7	97.5	100.5	105.3	106.9	108.3
Ohio State University, Main Campus	63.5	66.3	69.1	72.1	74.2	76.9	80.5	84.2	85.8	87.7
Pennsylvania State U, Main Campus	66.6	70.3	72.4	75.4	77.7	81.4	85.0	87.7	86.7	89.0
*Princeton University	85.9	88.9	92.4	95.5	97.1	105.0	107.5	114.3	116.9	120.8
Purdue University, Main Campus	62.7	64.5	68.8	70.6	72.9	74.8	77.2	80.2	80.2	84.8
*Rice University	75.0	78.9	79.4	83.4	87.3	91.0	94.5	104.3	105.7	108.7
Rutgers the State Univ of NJ New Brunswick	74.0	75.7	76.8	77.7	80.7	85.0	89.4	94.9	94.9	96.7
*Stanford University	92.7	97.8	98.7	103.0	106.1	114.7	122.0	128.0	124.4	126.8
SUNY at Buffalo	98.7	103.2	104.4	107.7	111.6	-	-	-	-	-
SUNY at Stony Brook, All Campuses	72.7	76.4	76.9	78.8	81.0	85.9	86.5	92.2	95.3	99.6
*Syracuse University, Main Campus	63.0	66.5	68.7	70.7	72.2	75.2	78.2	82.1	82.0	83.8
Texas A&M University Main Campus	63.6	65.5	67.9	70.3	73.0	76.0	79.8	81.8	82.5	81.9
*Tulane University	61.3	71.6	69.7	73.5	77.0	78.8	82.4	83.4	84.0	85.3
University of Arizona	61.8	64.2	64.9	67.2	71.4	74.9	79.0	79.5	79.6	80.6
University of California-Berkeley	73.7	74.6	77.1	77.7	81.9	86.8	94.4	96.1	98.2	101.5
University of California-Davis	67.3	67.4	69.8	68.8	70.2	76.5	81.5	83.1	83.9	84.7
University of California-Irvine	70.0	70.7	71.2	71.6	74.6	77.6	83.4	84.6	85.7	84.9
University of California-Los Angeles	73.2	74.6	77.0	78.1	82.0	84.2	90.7	92.1	95.2	100.6
University of California-San Diego	67.8	67.5	69.6	70.6	73.6	78.0	82.7	85.5	88.2	88.4
University of California-Santa Barbara	65.5	68.0	70.0	68.4	70.9	74.1	79.1	78.5	80.1	81.4
*University of Chicago	81.7	88.1	89.3	92.3	93.6	97.8	103.3	106.8	106.6	108.9
University of Colorado at Boulder	65.4	69.8	71.2	72.7	74.5	78.0	84.9	88.9	88.7	86.5

# Average Faculty Salary Report

## Associate Professors (cont.)

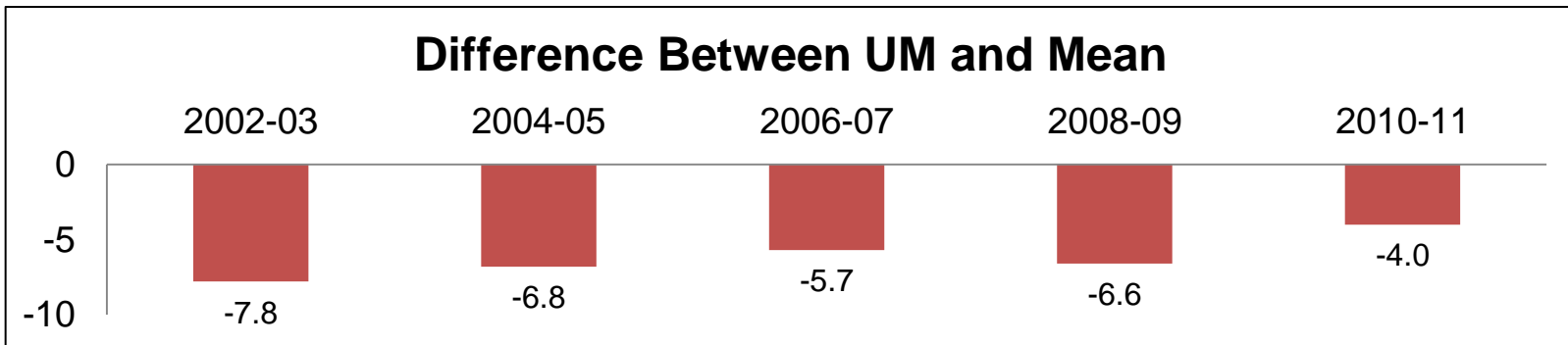
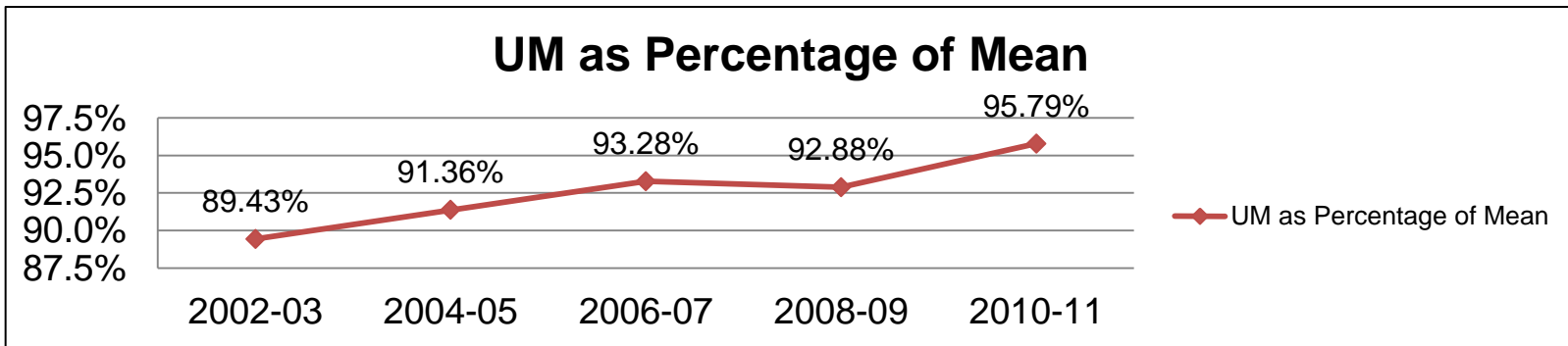
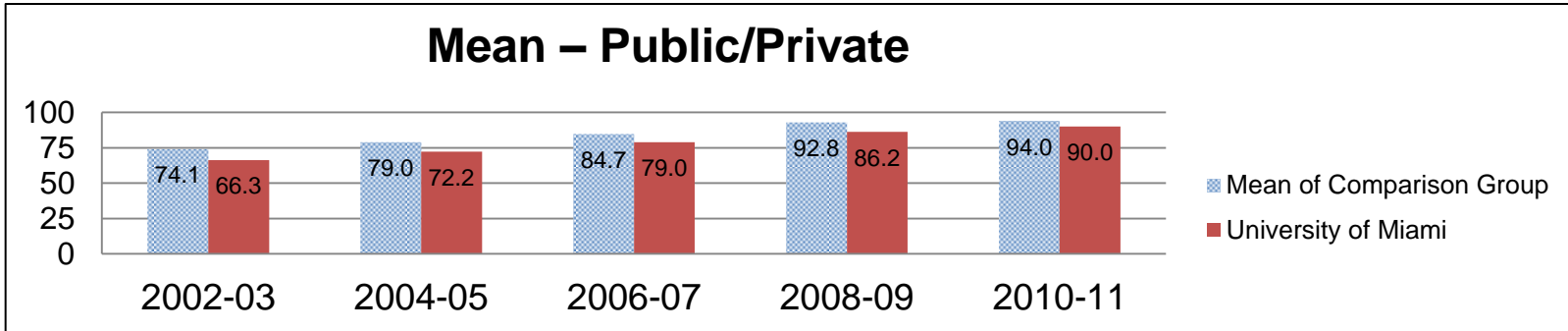
Academic Institution	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
University of Florida	62.4	63.7	65.7	69.1	71.7	73.3	73.0	75.4	75.5	80.0
University of Illinois at Urbana-Champaign	69.9	69.4	72.0	75.1	77.6	79.5	82.2	83.5	83.2	84.8
University of Iowa	63.7	65.8	67.5	69.1	70.9	75.4	81.0	83.1	82.5	84.1
University of Kansas, Main Campus	59.6	59.9	61.7	65.2	68.7	72.3	76.1	79.6	79.3	79.4
University of Maryland at College Park	74.4	74.5	75.0	76.3	80.3	84.2	89.5	94.9	94.4	94.5
University of Michigan at Ann Arbor	76.3	78.9	80.9	81.6	83.7	86.6	89.1	93.1	94.3	96.1
University of Minnesota - Twin Cities	69.2	70.9	69.9	70.7	75.6	80.6	84.3	86.2	85.4	85.1
University of Missouri, Columbia	63.9	62.5	64.5	65.9	67.3	68.5	70.8	75.3	74.1	73.5
University of Nebraska at Lincoln	62.8	65.1	65.4	68.1	69.8	71.7	74.4	76.7	77.2	76.7
University of North Carolina at Chapel Hill	72.2	73.4	74.1	77.2	77.9	85.5	90.9	94.1	92.6	93.1
University of Oregon	55.4	58.3	59.7	59.0	63.1	62.1	67.5	72.4	74.6	75.5
*University of Pennsylvania	90.8	90.1	93.2	95.9	100.7	106.4	107.5	114.1	110.2	112.5
University of Pittsburgh Main Campus	65.4	68.0	70.2	74.0	75.5	78.2	80.4	85.6	84.6	88.4
*University of Rochester	71.1	75.0	73.6	76.4	78.4	81.9	85.8	89.6	88.7	91.6
*University of Southern California	74.6	77.9	81.5	84.6	88.5	92.0	93.6	95.8	98.6	103.3
University of Texas at Austin	63.5	66.1	64.9	70.3	72.9	78.3	81.3	85.3	85.3	88.6
University of Virginia, Main Campus	71.2	71.3	75.1	78.1	82.7	87.7	91.0	91.7	92.7	91.8
University of Washington - Seattle	65.5	65.8	66.7	70.2	72.9	77.2	83.4	87.1	88.1	86.8
University of Wisconsin-Madison	70.2	73.7	73.3	73.4	76.5	78.1	82.5	84.5	85.8	87.3
*Vanderbilt University	70.8	74.2	76.2	79.0	81.9	86.3	91.0	93.5	93.1	96.2
*Washington University	74.0	78.7	81.0	85.1	90.5	93.3	96.4	96.5	97.1	99.8
*Yale University	72.7	79.5	78.5	82.1	85.3	87.1	91.3	99.8	98.4	103.8
MEAN - PUBLIC	67.9	69.7	72.2	74.0	76.8	79.1	83.2	86.2	82.3	83.5
MEAN - PRIVATE	76.1	79.6	82.2	85.3	88.2	92.0	96.8	101.2	101.0	103.0
MEAN - PUB/PRIV	71.5	74.1	76.6	79.0	81.8	84.7	89.2	92.8	92.4	94.0
University of Miami	63.7	66.3	70.0	72.2	75.2	79.0	83.0	86.2	86.9	90.0
DIFFERENCE - PUBLIC	-4.2	-3.4	-2.2	-1.8	-1.6	-0.1	-0.2	0.0	4.6	6.5
DIFFERENCE - PRIVATE	-12.4	-13.4	-12.2	-13.1	-13.0	-13.0	-13.8	-15.0	-14.1	-13.0
DIFFERENCE - PUB/PRI Combined	-7.9	-7.8	-6.6	-6.8	-6.6	-5.7	-6.2	-6.6	-5.5	-4.0
PERCENTAGE - PUBLIC	93.78%	95.07%	96.97%	97.53%	97.93%	99.84%	99.75%	100.04%	105.59%	107.81%
PERCENTAGE - PRIVATE	83.65%	83.22%	85.18%	84.62%	85.22%	85.83%	85.71%	85.16%	86.03%	87.38%
PERCENTAGE - PUB/PRI Combined	89.01%	89.43%	91.37%	91.36%	91.98%	93.28%	93.04%	92.88%	94.04%	95.79%

\* Private

# UM Average Faculty Salary Comparison

## Associate Professors

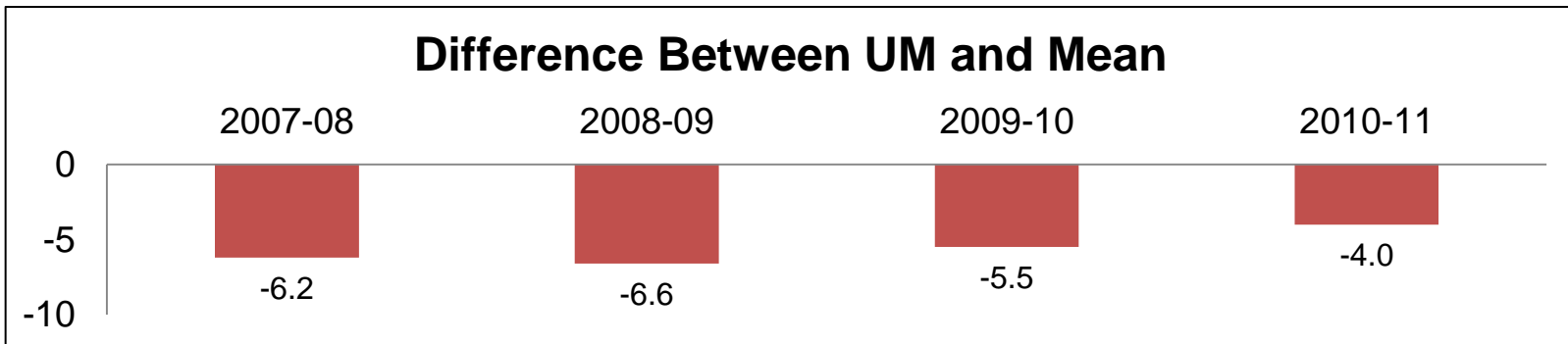
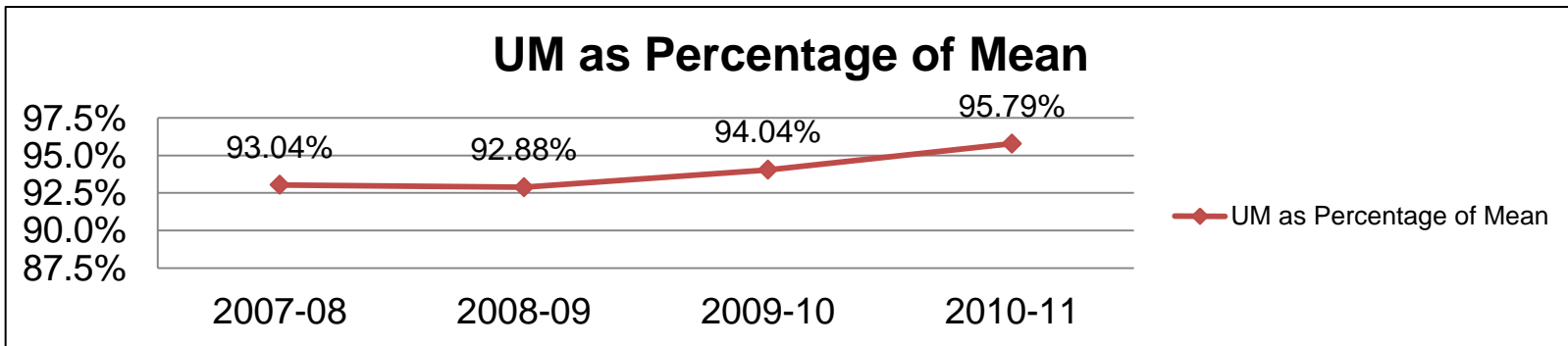
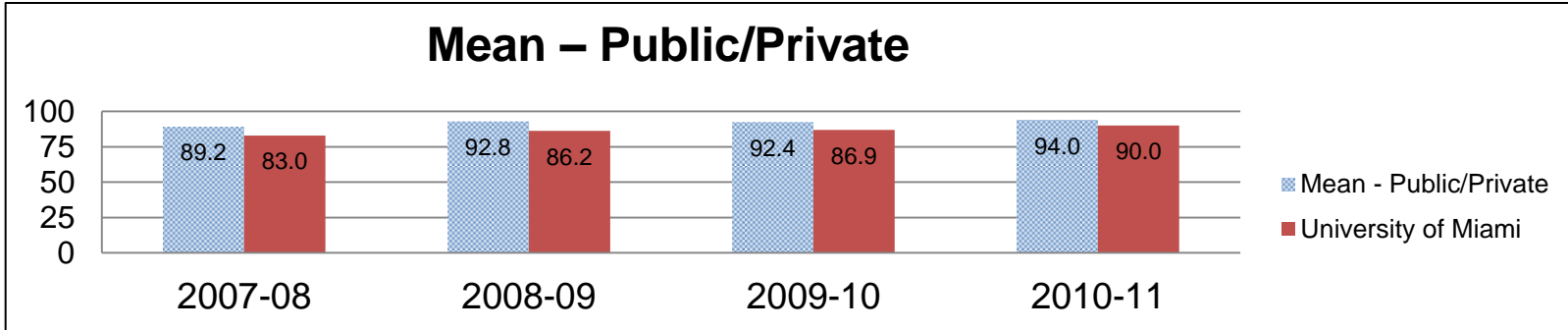
### 2002-2011



# UM Average Faculty Salary Comparison

## Associate Professors

### 2007-2011



# Average Faculty Salary Report

## Assistant Professors

Academic Institution	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
*Brandeis University	58.4	61.9	63.6	66.5	70.5	71.6	74.6	78.9	79.1	79.5
*Brown University	58.3	64.0	65.5	69.7	72.1	72.6	74.9	76.8	78.5	80.9
*California Institute of Technology	79.0	84.3	84.1	93.3	96.8	98.8	101.3	105.5	105.8	108.1
*Carnegie Mellon University	59.8	71.3	71.2	75.0	80.5	82.9	84.3	88.6	89.7	95.9
*Case Western Reserve University	61.4	65.1	64.9	68.5	62.7	67.9	69.9	72.7	74.6	74.3
*Catholic University of America	47.5	50.2	53.3	55.0	58.0	61.4	64.1	66.4	65.6	67.2
*Columbia University in the City of New York	65.0	97.8	71.6	74.8	-	-	83.7	89.7	92.3	97.2
*Cornell University, All Campuses	69.2	75.0	78.6	80.6	82.9	85.9	89.8	93.5	92.3	96.5
*Duke University	67.8	72.4	74.6	75.5	78.8	82.4	87.3	91.6	89.8	87.2
*Emory University	64.1	69.1	72.3	74.5	76.3	77.9	78.9	84.1	83.4	85.3
*Harvard University	75.0	79.3	82.1	82.9	89.3	91.3	95.4	101.4	104.4	104.0
Indiana University at Bloomington	55.3	58.8	59.6	61.3	62.6	66.0	68.4	71.1	72.4	72.8
Iowa State University	54.3	56.5	57.8	59.6	61.7	64.5	67.6	71.5	71.4	73.7
*Johns Hopkins University	60.1	63.2	63.2	65.0	68.0	-	-	-	-	-
*Massachusetts Institute of Technology	75.8	79.2	82.6	79.5	82.7	89.0	93.3	97.5	100.6	100.0
Michigan State University	53.9	57.0	58.9	59.7	60.2	61.8	64.2	66.9	68.6	69.1
*New York University	70.2	73.1	74.8	73.7	75.9	80.1	80.1	93.5	92.7	95.6
*Northwestern Univ	69.1	73.4	76.8	79.3	81.2	83.5	87.9	93.5	95.3	96.8
Ohio State University, Main Campus	55.2	59.1	62.3	64.8	65.8	69.4	70.9	75.0	78.0	79.4
Pennsylvania State U, Main Campus	56.0	59.5	62.5	64.0	66.3	68.2	69.5	72.4	72.0	75.9
*Princeton University	65.3	68.1	70.9	73.4	76.3	79.1	81.2	85.8	87.7	90.8
Purdue University, Main Campus	55.7	57.1	60.5	62.9	65.3	66.8	69.2	72.3	72.7	77.4
*Rice University	66.1	67.4	71.1	75.0	76.1	78.0	81.6	87.4	85.2	86.4
Rutgers the State Univ of NJ New Brunswick	56.7	59.5	61.2	62.8	65.3	68.7	72.5	76.0	76.9	78.9
*Stanford University	73.9	76.3	78.9	82.0	86.9	91.0	94.3	100.8	100.5	103.4
SUNY at Buffalo	56.1	58.0	60.5	61.4	63.7	-	-	-	-	-
SUNY at Stony Brook, All Campuses	59.1	62.9	61.1	64.6	65.2	68.9	68.6	71.6	74.9	78.6
*Syracuse University, Main Campus	52.3	55.2	57.6	59.6	62.2	64.9	68.6	69.3	69.1	70.8
Texas A&M University Main Campus	54.9	56.9	58.9	60.6	65.8	67.3	70.5	72.2	73.6	73.7
*Tulane University	57.7	60.8	61.1	61.3	65.3	63.4	66.1	65.2	67.8	69.3
University of Arizona	54.2	56.3	57.8	59.8	63.5	66.9	69.7	66.6	68.0	68.4
University of California-Berkeley	66.2	67.3	70.0	71.3	74.1	76.2	78.5	81.3	84.8	88.4
University of California-Davis	57.3	58.3	60.0	60.7	63.1	67.9	74.2	75.9	77.0	78.7
University of California-Irvine	60.3	60.7	62.1	63.3	65.8	68.5	74.2	75.1	75.6	78.4
University of California-Los Angeles	63.5	63.8	63.7	65.5	67.0	72.1	76.8	79.6	81.7	84.0
University of California-San Diego	58.9	59.6	61.2	62.3	66.1	69.8	77.5	77.7	79.6	80.9
University of California-Santa Barbara	57.6	57.7	60.0	61.0	63.9	67.2	71.3	74.0	76.4	76.7
*University of Chicago	69.6	70.3	72.3	73.4	77.7	85.3	90.7	97.7	100.1	100.5
University of Colorado at Boulder	55.3	59.9	61.0	63.0	65.2	67.5	72.3	75.6	75.2	74.4

# Average Faculty Salary Report

## Assistant Professors (cont.)

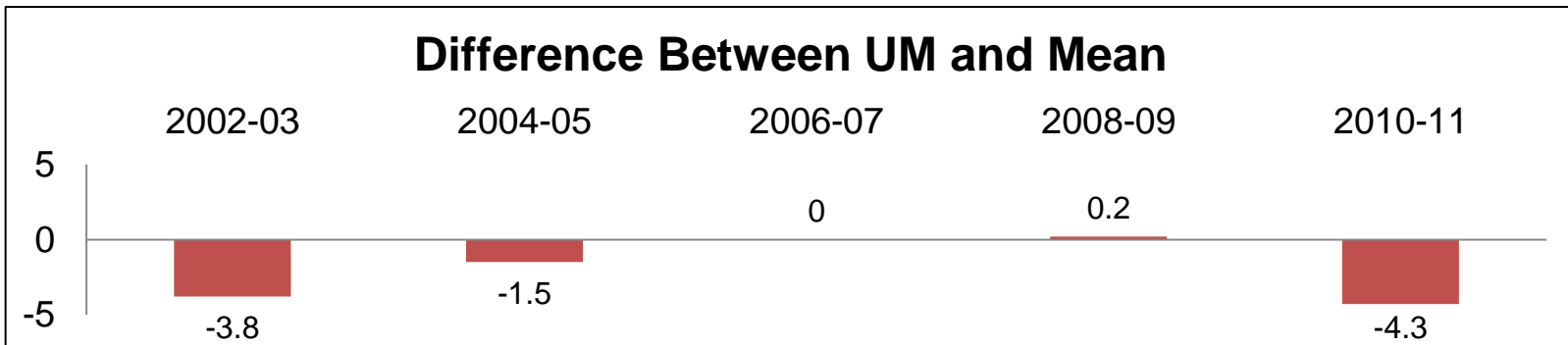
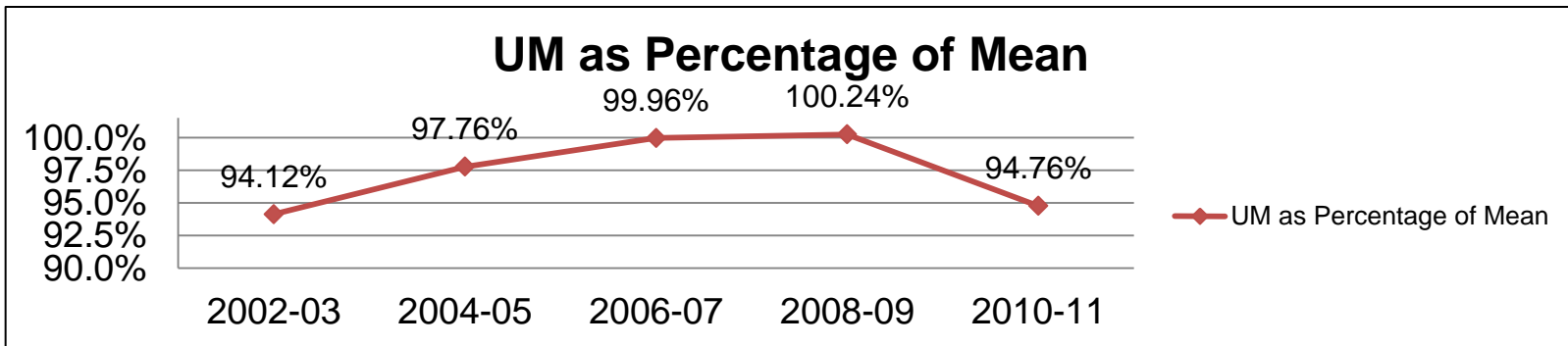
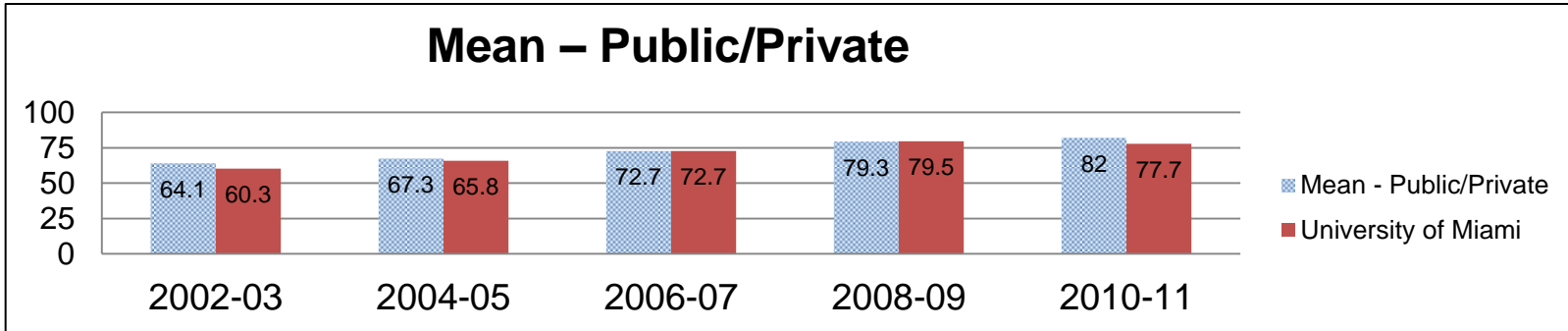
Academic Institution	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
University of Florida	53.7	55.3	56.6	59.5	61.6	61.9	62.5	63.6	63.9	68.4
University of Illinois at Urbana-Champaign	60.4	61.0	64.5	68.2	69.6	71.7	73.7	76.3	76.8	80.3
University of Iowa	56.1	59.3	59.8	61.7	63.9	65.8	69.6	72.6	71.4	72.5
University of Kansas, Main Campus	50.9	50.7	51.2	54.5	59.4	62.8	65.0	67.1	65.9	66.3
University of Maryland at College Park	59.2	69.2	70.0	75.2	75.9	77.4	78.8	83.4	82.6	82.4
University of Michigan at Ann Arbor	61.7	65.3	66.7	67.1	72.8	75.0	79.3	81.6	83.1	84.5
University of Minnesota - Twin Cities	58.2	61.9	60.6	62.5	65.4	69.4	72.3	75.0	76.5	78.5
University of Missouri, Columbia	52.6	52.1	52.3	53.5	55.7	56.6	58.2	61.1	60.7	60.9
University of Nebraska at Lincoln	54.2	56.3	56.2	57.6	60.0	62.9	65.1	66.3	68.9	68.9
University of North Carolina at Chapel Hill	60.3	61.3	61.8	65.8	65.2	71.8	76.9	82.0	80.8	81.1
University of Oregon	47.1	50.0	52.9	54.4	57.1	60.0	61.9	66.4	69.4	72.0
*University of Pennsylvania	76.7	80.8	82.1	85.2	88.1	91.8	95.9	98.0	102.3	106.8
University of Pittsburgh Main Campus	56.6	59.6	61.6	63.6	64.6	66.4	67.7	71.1	70.1	72.2
*University of Rochester	66.9	67.1	69.7	70.2	71.0	73.2	77.2	82.4	83.8	89.4
*University of Southern California	65.6	69.1	70.9	73.7	76.4	81.6	85.0	86.7	89.6	91.5
University of Texas at Austin	60.0	61.5	62.3	66.9	70.7	75.1	77.6	81.8	82.2	82.4
University of Virginia, Main Campus	56.8	57.4	60.8	64.1	68.0	71.1	74.5	74.7	75.2	76.3
University of Washington - Seattle	58.3	60.2	63.2	64.7	67.2	70.9	73.9	78.0	77.2	77.4
University of Wisconsin-Madison	59.8	62.0	63.6	63.6	64.3	66.0	70.4	73.0	73.6	74.9
*Vanderbilt University	59.5	68.6	64.3	65.0	66.0	67.2	69.5	72.5	73.1	74.6
*Washington University	68.0	69.3	72.1	72.4	73.4	77.2	80.0	85.0	85.4	89.9
*Yale University	60.6	63.8	66.5	69.4	72.8	77.9	81.6	86.0	85.6	87.5
MEAN - PUBLIC	57.0	59.2	60.7	62.7	65.1	68.0	71.0	73.6	71.4	73.0
MEAN - PRIVATE	65.3	70.2	71.0	73.1	75.7	79.0	82.6	86.6	87.5	89.6
MEAN - PUB/PRIV	60.6	64.1	65.2	67.3	69.7	72.7	76.1	79.3	80.2	82.0
University of Miami	58.9	60.3	64.3	65.8	67.8	72.7	76.6	79.5	79.1	77.7
DIFFERENCE - PUBLIC	2.0	1.1	3.6	3.1	2.7	4.7	5.6	5.9	7.7	4.7
DIFFERENCE - PRIVATE	-6.4	-9.9	-6.7	-7.3	-7.9	-6.3	-6.0	-7.1	-8.4	-11.9
DIFFERENCE - PUB/PRI Combined	-1.7	-3.8	-0.9	-1.5	-1.9	0.0	0.5	0.2	-1.1	-4.3
PERCENTAGE - PUBLIC	103.45%	101.90%	105.96%	104.96%	104.21%	106.98%	107.87%	108.02%	110.74%	106.38%
PERCENTAGE - PRIVATE	90.23%	85.86%	90.58%	89.98%	89.58%	91.98%	92.74%	91.85%	90.43%	86.73%
PERCENTAGE - PUB/PRI Combined	97.15%	94.12%	98.55%	97.76%	97.32%	99.96%	100.64%	100.24%	98.64%	94.76%

\* Private

# UM Average Faculty Salary Comparison

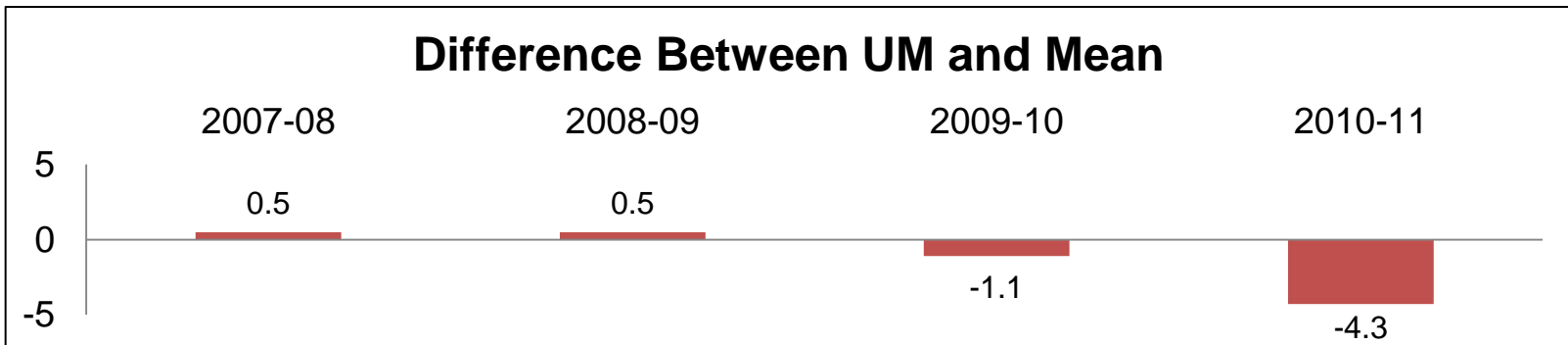
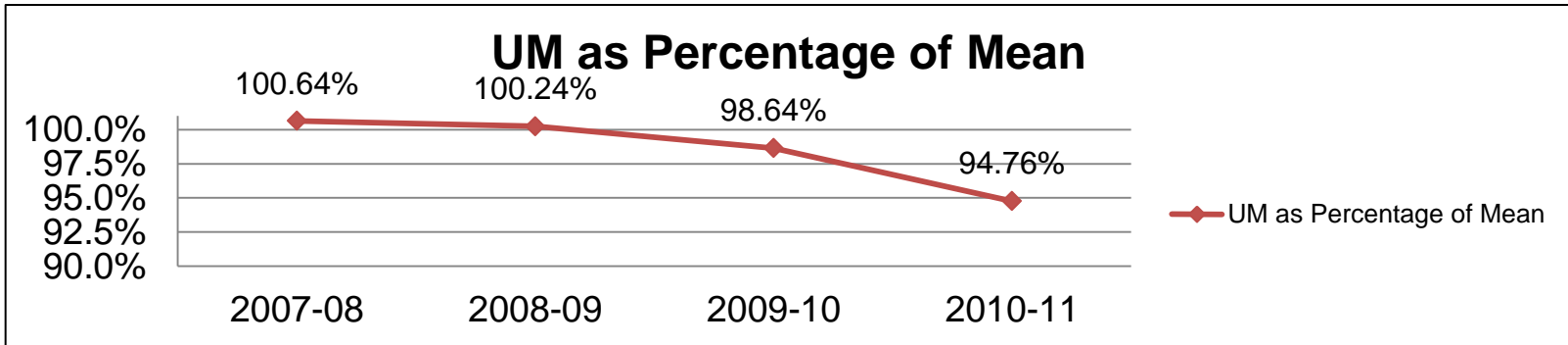
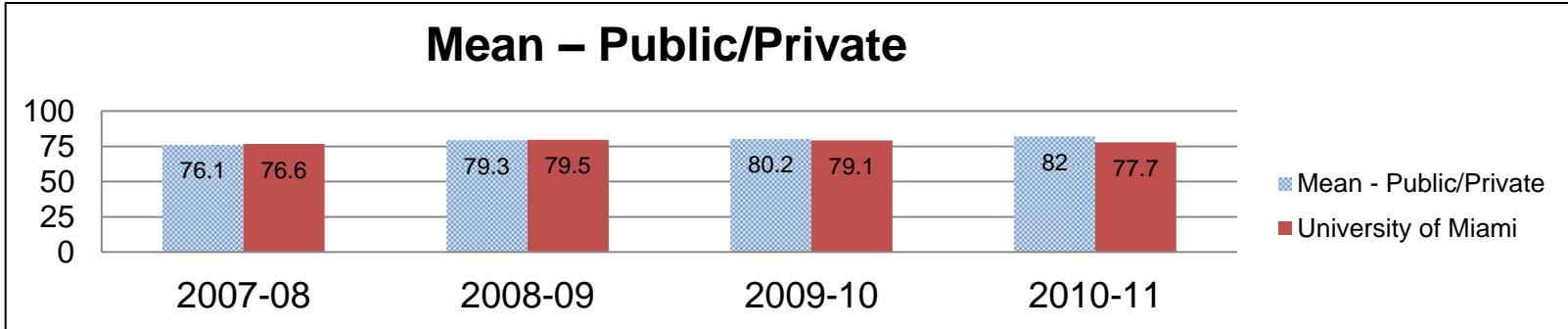
## Assistant Professors

### 2002-2011





# UM Average Faculty Salary Comparison Assistant Professors 2007-2011



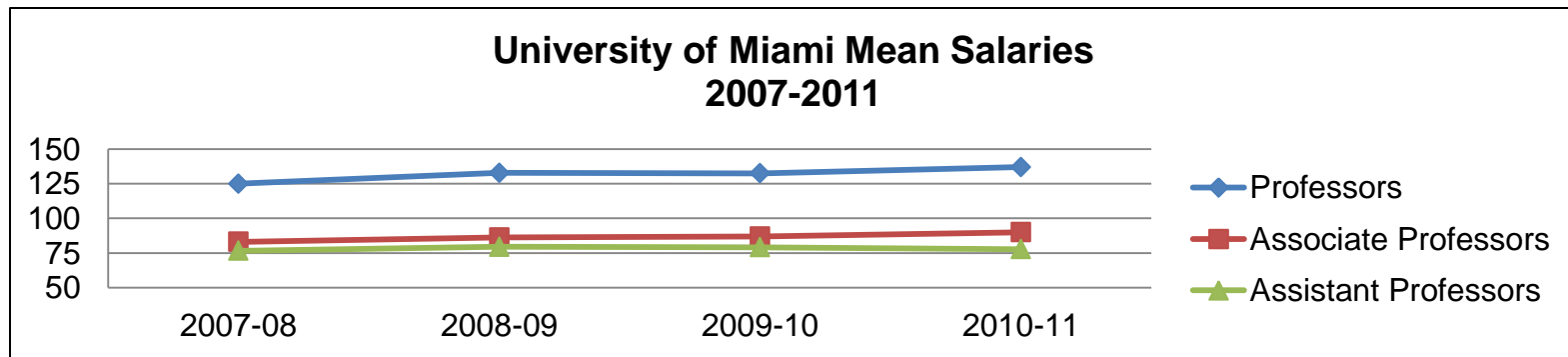
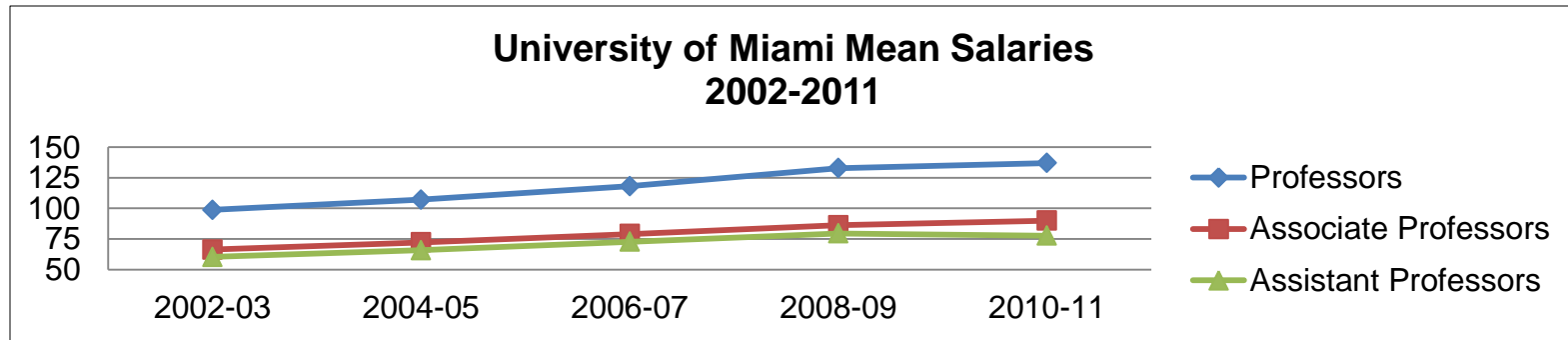
# Mean Salaries at the University of Miami

Budget and Compensation Committee Salary Report

4-18-12 FS agenda

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	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
<b>Professors</b>	94.0	98.7	104.8	107.0	111.5	118.0	125.0	132.8	132.5	137.0
<b>Associate Professors</b>	63.7	66.3	70.0	72.2	75.2	79.0	83.0	86.2	86.9	90.0
<b>Assistant Professors</b>	58.9	60.3	64.3	65.8	67.8	72.7	76.6	79.5	79.1	77.7



**Planning, Institutional Research, and Assessment Faculty Report**

Budget, and Compensation Committee Salary Report  
**Full-Time Full Professor and Associate Professor Salaries**

Fall 2001 to Fall 2010

4-18-12 FS agenda

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	2001				2002				2003			
	5 Years or Less		More than 5 Years		5 Years or Less		More than 5 Years		5 Years or Less		More than 5 Years	
	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$
<b>Full Professor</b>	23	111390	300	96119	26	121423	296	101065	34	128278	295	106866
<b>Associate Professor</b>	29	72125	179	63407	33	72370	171	66642	38	79840	170	69638

	2004				2005				2006			
	5 Years or Less		More than 5 Years		5 Years or Less		More than 5 Years		5 Years or Less		More than 5 Years	
	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$
<b>Full Professor</b>	35	121518	295	108775	33	129236	294	113664	34	138018	302	119152
<b>Associate Professor</b>	37	83100	163	72288	33	91017	169	74906	29	92542	168	78378

	2007				2008				2009			
	5 Years or Less		More than 5 Years		5 Years or Less		More than 5 Years		5 Years or Less		More than 5 Years	
	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$	#	Mean \$
<b>Full Professor</b>	36	147162	296	125473	37	162984	289	131148	33	160959	298	132506
<b>Associate Professor</b>	32	97581	166	81766	35	105598	188	84391	35	107999	183	84175

	2010			
	5 Years or Less		More than 5 Years	
	#	Mean \$	#	Mean \$
<b>Full Professor</b>	30	167413	302	136369
<b>Associate Professor</b>	42	111566	193	86348

*Source: HRS database as of November 1 each year*

*Note: Deans and other senior administrators with tenure are excluded.*

*12-month salaries have been converted to 9-month salaries based on a .818 conversion factor.*

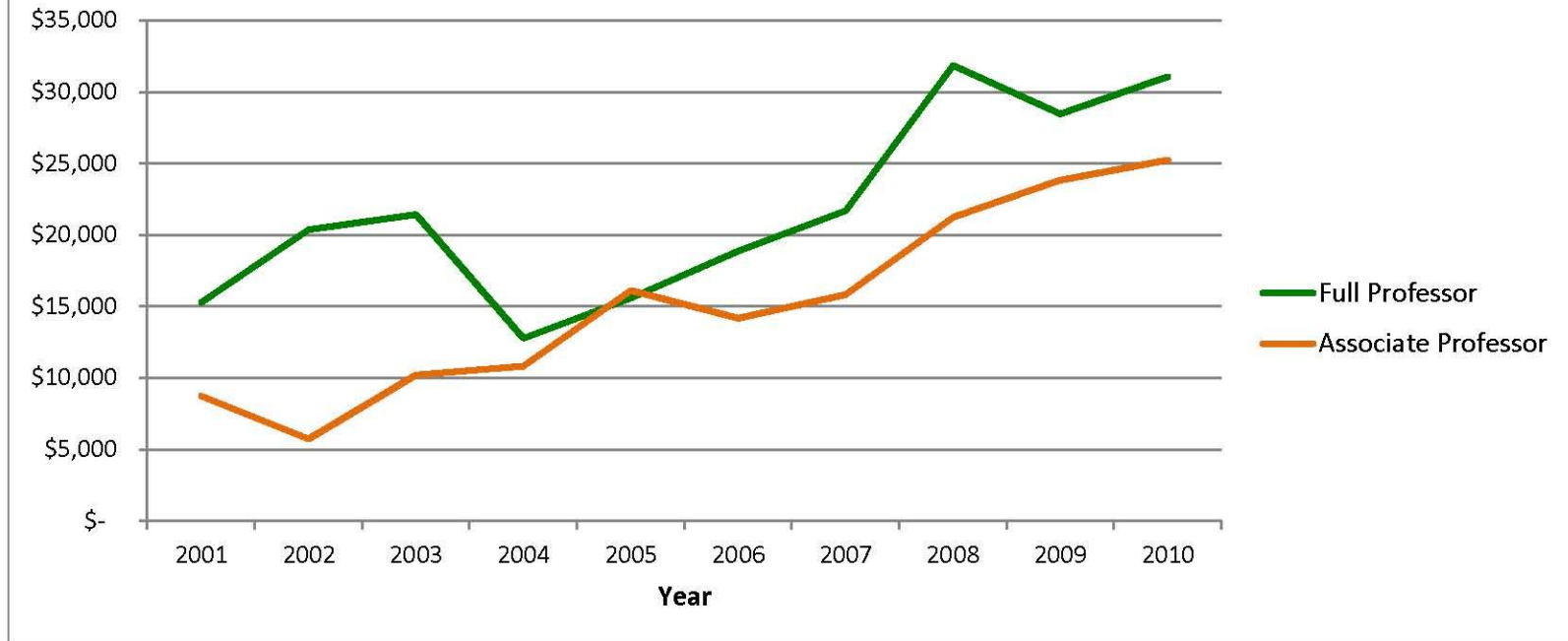
*"Full Professor" data include only full-time, non-Medical faculty with titles of Full Professor, Professor of Clinical, Professor of Professional Practice, Adjunct Professor, and Visiting Professor.*

*"Associate Professor" data include only full-time, non-Medical faculty with titles of Associate Professor, Associate Professor of Clinical, Associate Professor of Professional Practice, Adjunct Associate Professor, and Visiting Associate Professor.*

*Data do not include research, librarian, voluntary, or affiliated faculty.*

*Length of time as a faculty member is determined as of the beginning of the fiscal year.*

## Difference in Means of Full-Time Faculty Salaries (faculty 5 years or less versus faculty longer than 5 years)



*Source: HRS database as of November 1 each year*

*Note: Deans and other senior administrators with tenure are excluded.*

*12-month salaries have been converted to 9-month salaries based on a .818 conversion factor.*

*"Full Professor" data include only full-time, non-Medical faculty with titles of Full Professor, Professor of Clinical, Professor of Professional Practice, Adjunct Professor, and Visiting Professor.*

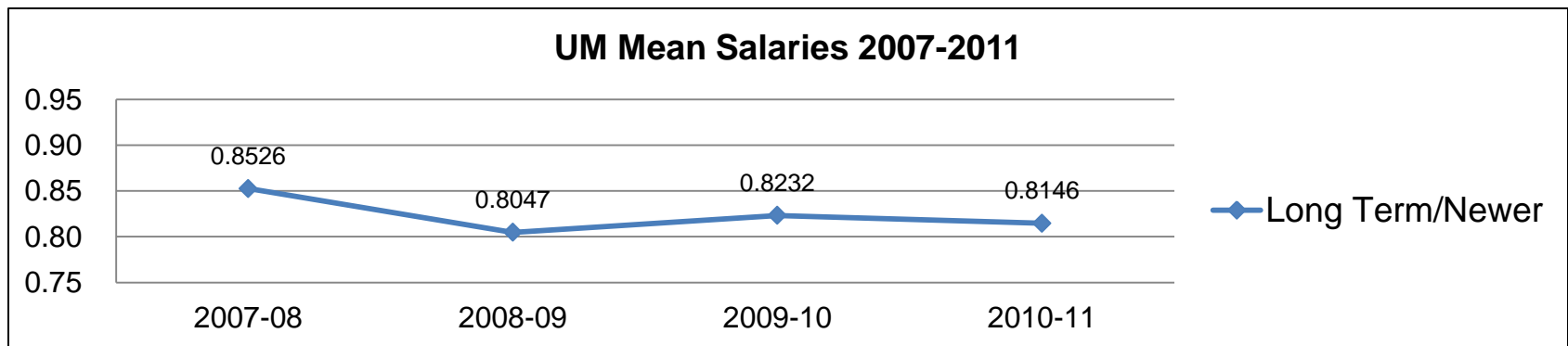
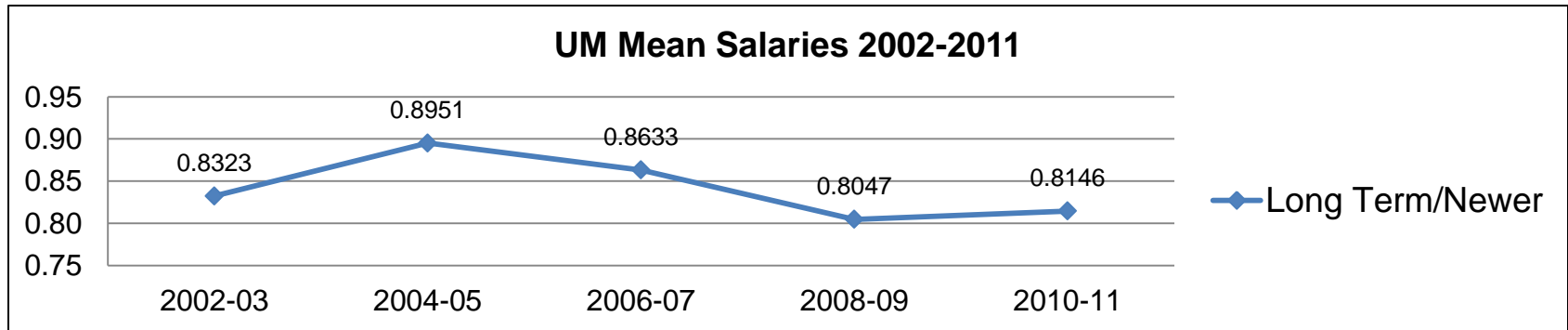
*"Associate Professor" data include only full-time, non-Medical faculty with titles of Associate Professor, Associate Professor of Clinical, Associate Professor of Professional Practice, Adjunct Associate Professor, and Visiting Associate Professor.*

*Data do not include research, librarian, voluntary, or affiliated faculty.*

*Length of time as a faculty member is determined as of the beginning of the fiscal year.*

# UM Mean Salaries Long Term/Newer Full Professors

University of Miami Full Professors	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
More than 5 years (Long Term)	101065	106866	108775	113664	119152	125473	131148	132506	136369
5 Years or Less (Newer)	121423	128278	121518	129236	138018	147162	162984	160959	167413
Long Term/Newer	0.8323	0.8331	0.8951	0.8795	0.8633	0.8526	0.8047	0.8232	0.8146



# UM Mean Salaries Long Term/Newer Associate Professors

University of Miami Associate Professors	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
<b>More than 5 years (Long Term)</b>	66642	69638	72288	74906	78378	81766	84291	84175	86348
<b>5 years or Less (Newer)</b>	72370	79840	83100	91017	92542	97581	105598	107999	111566
<b>Long Term/Newer</b>	0.9209	0.8722	0.8699	0.8230	0.8469	0.8379	0.7982	0.7794	0.7740

