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MEMORANDUM

To: Donna E. Shalala, President
From: Richard L. Williamson 
Chair, Faculty Senate
Date: April 19, 2013
Subject: Faculty Senate Legislation #2012-39(D) – Faculty Senate Budget and Compensation Committee Report and Recommendations

At its April 17, 2013 meeting, the Faculty Senate unanimously accepted the Faculty Senate Budget and Compensation Committee on Report and endorses the recommendations stated within the report.

The report and recommendations are enclosed.

This legislation is now forwarded to you for your information.

RW/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
Mark Diaz, Vice President, Budget and Planning
Richard Lee, Chair, Budget and Compensation Committee

UNIVERSITY
OF MIAMI
FACULTY SENATE



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TO: Faculty Senate

FROM: Budget and Compensation Committee
Richard K. Lee, Chair
Brian Barrett, Shuyi S. Chen, Jane E. Connolly, Mark E. Friedman, Henry A. Green,
Stephen K. Halpert, Tomas Salerno, Ronald F. Zollo

DATE: April 1, 2013

SUBJECT: Faculty Senate Budget and Compensation Committee Annual Report

As has been the case the past recent several years, this year has been challenging for the University of Miami in many ways, especially financially. The committee has spent much of its efforts to better understand those difficulties, some of which are still quite serious. However, several improvements have occurred. For example, more funds have been placed into the budget for maintenance. Cash reserves continue to be increased, though the university's reserves are still far too low for safety. The university has done a good job of restraining those aspects of our benefits package that are charged to the employees. Our faculty salaries (on average compared to AAU peer institutions) have improved for the most part compared to the prior year.

Most of the following data have been provided by the Provost's Office and derived from his final recommendation report to the Board of Trustees, though we have also checked other sources within the university, as well as some outside information including AAUP data, the IRS form 990, and news accounts of developments elsewhere.

Faculty Salaries (see attached tables):

For full professors, relative to AAU peer institutions, the difference from the mean has decreased from the prior year's (2010-2011) -3.3% to -2.7% (2011-2012). The gap has been trending smaller so we are steadily improving salaries for professors. For associate professors, the gap has decreased even more from -4.3% (2010-2011) to -2.9% (2011-2012). However, the gap has worsened for assistant professors in the past several years but has rebounded slightly this year. Specifically the margin by which we were behind our peers went from +0.1% (2008-2009) to -1.2% (2009-2010) to -4.9% (2010-2011) to -4.7%

(2011-2012). (Please see summary tables with graphs, which also include an extensive list of universities not within the AAU for comparison). We spoke with Dr. Cantrell, who was the Budget and Compensation Committee Chair last year. He noted that last year, the university informed him that much of the drop was due to the facts that like other universities, we were doing very little hiring of classic tenure-track assistant professors, but that we had hired several Visiting Assistant Professors, a non-tenure-track group who receive considerably less compensation. The slight improvement in this category is a trend that we would hope will improve again this coming year. . If not, the Committee will need to more closely examine what the root causes may be since junior faculty are the essential to the development of any academic institution, and should be nurtured.

The faculty salaries do not include the medical school faculty salaries. Faculty at the Miller School includes a complex mix of Regular Faculty (i.e. Tenured and Tenure-track), Research Faculty, and Educator Faculty, nearly all clinicians. They work in research, teaching and patient care. . Comparing them to other schools is virtually impossible. Comparison to other schools and the private sector also poses challenges. However, the Association of American Medical Colleges (AAMC) maintains records for medical schools (by region, private versus public, etc.). In addition, clinical professional organizations, provide specialty and sub-specialty specific salary averages and productivity benchmarks. One goal for the Committee for next year should be to seek better clarity and equity for the medical school faculty salaries as we currently do for the rest of the University. The committee has not done so in the past.

University-Wide Salaries:

The plan is for a 3% "merit pool" increase and a 1% increase for the "market pool." The names for these categories can be misleading, since the merit pool can appear to some faculty members to be only a cost of living adjustment. However, it is termed merit increase since this salary increase is discretionary and dependent upon decisions by deans and chairs for faculty and supervisors for employees, and not everyone receives the same increase. The Committee has requested and is awaiting a report from administration determining how many faculty fell below a 1.5% merit increase to determine if there are reasons for inequitable distributions. Another consideration is to look at faculty who may have received greater than 4.5% increases. We are asking for this information (without receiving faculty names) because we simply do not know exactly how salary increases have been distributed and seek more clarity to determine if there are any equity issues.

The market pool on the other hand represents salary increases associated with promotions, retention and adjustments in individual cases for extraordinary circumstances. Last year, the Provost agreed with our proposal that that pool be maintained and distributed by the Provost in the interest of fairness.

Coral Gables/RSMAS Specific:

The Provost was in agreement with the Committee recommendations to maintain class size and class quality by maintaining the number of new freshman (2,025) and transfer students (550) compared to

last year, which worked out well for last year. Of course, we could increase revenues by increasing the number of transfer students and incoming freshmen. The Senate and the Provost have agreed that doing so is a bad idea. By holding to the admission numbers we had last year we made further progress on raising the SATs and other paper credentials of our incoming students. The Committee will continue the policy of maintaining high quality credentials for our students, and not recede from our academic aspirations.

The 4% tuition increase is stable from last year, but mandatory fees are to increase 2.5% (increased from 2.1%), housing costs are up 3.0% (decreased from 3.1%), and the meal plan is increased by 4.5% (up from 3.0% percent last year). Total cost of attendance will increase by 3.9% to \$55,162, which is similar to the increase last year. In general, our total cost of attendance is among the lowest in our peer group. For the most part, the tuition cost increases and meal plan and housing increases are consistent with the average increases in our peer institutions.. The expectation is that fee increases will be more modest in upcoming years.

MSOM Specific:

Details about the MSOM budget have not been readily made available to this Committee in the past. The Committee is pleased with the increased clarity of information provided to the Budget and Compensation Committee from the administration, especially given that the MSOM represents a substantial majority of the economic "pie" for the whole university, and the university's economic health thus critically depends on the situation at the Miller School.

The budget projections are for a 10% increase in physician practice revenues, broken down as net increases of income of 5% in UMHC (i.e. Sylvester), 3% in ABLEH (i.e. Bascom Palmer), and 2% in UMH (i.e. the former Cedars hospital). This has been a challenging economic year for MSOM, but as many Faculty Senate members have observed from the wonderful activities of the Faculty Senate Medical Committee reviewing MSOM, changes have been occurring that can viewed as positive for the moment. Joe Natoli is the interim COO and Mark Diaz is the interim CFO, both from the Coral Gables administrative staff, and they are reviewing the MSOM finances and working on MSOM budgets that will hopefully lead to greater accountability in MSOM financial activities. Meanwhile, a committee headed by the Provost is dealing with a number of serious challenges facing the research establishment occasioned by the termination of a large number of staff employees last year.

Deferred Maintenance and Capital Expenditures:

The university has been working hard to establish a solid base for maintenance of our physical facilities. We have a very large maintenance backlog, usually referred-to as "deferred maintenance". The budget for this year continues a trend from last year to increase the amount allocated to maintenance so that these are planned expenditures and not urgent financial strains on the budget. Although there has been a significant amount of new growth, many existing facilities need upgrades or have maintenance issues

upcoming. The Deferred Maintenance budget for Coral Gables and RSMAS will increase to \$10M (\$9M last year) and capital expenditures of 100% depreciation for the three hospitals at MSOM. An additional \$40M of capital for IT and deferred maintenance will also be planned for MSOM.

For a rainy day (and we have many risk factors for unnatural and natural disasters, such as hurricanes), the budget contains a significant increase in the contingency fund of \$16M (\$14M last year and which was significantly increased from almost nothing in the past) in the General Fund budget and in the range of \$30-40M for the MSOM budget. The large contingency for MSOM includes events that could close operations for MSOM such as hurricanes, not only including physical damage, that could affect operations and budget plans and significantly affect planned revenues.

RL:rh

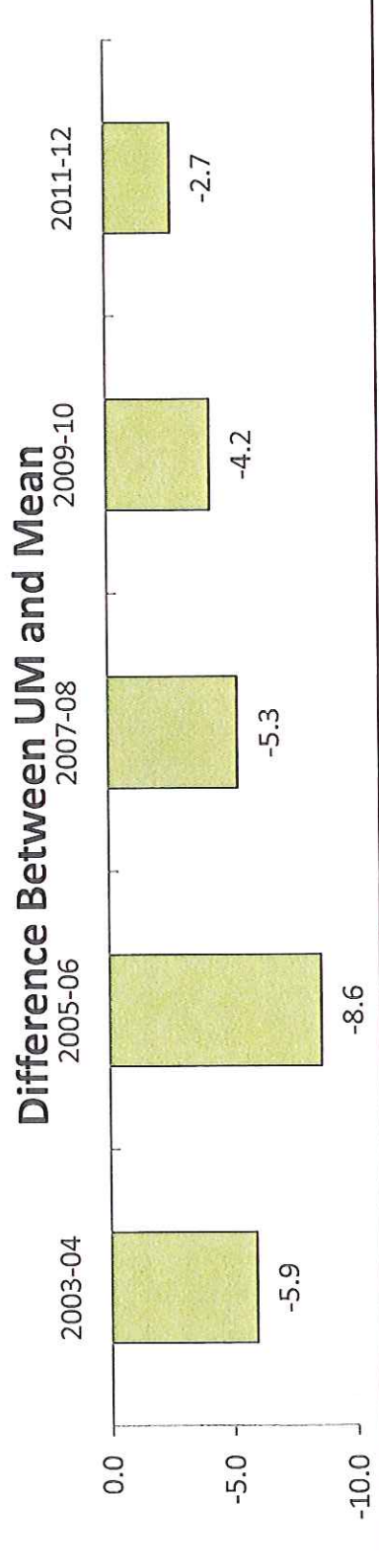
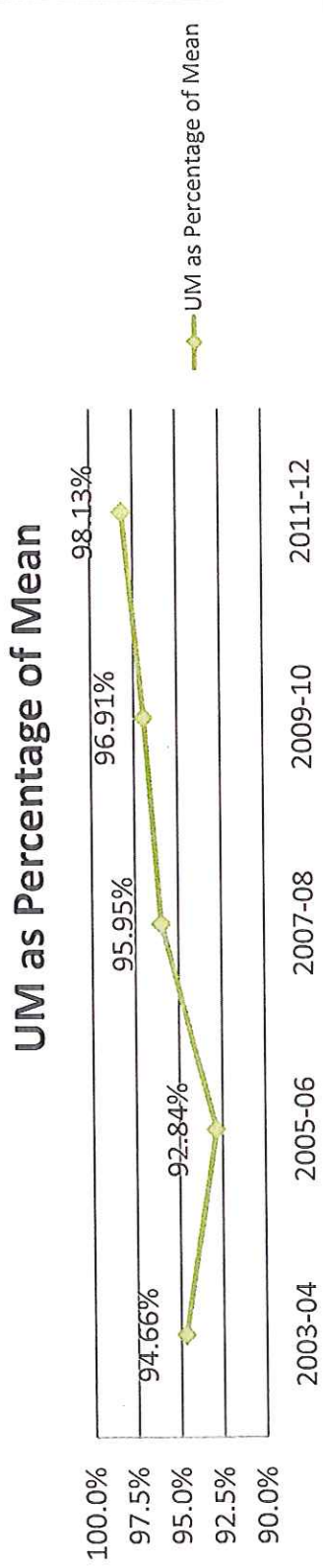
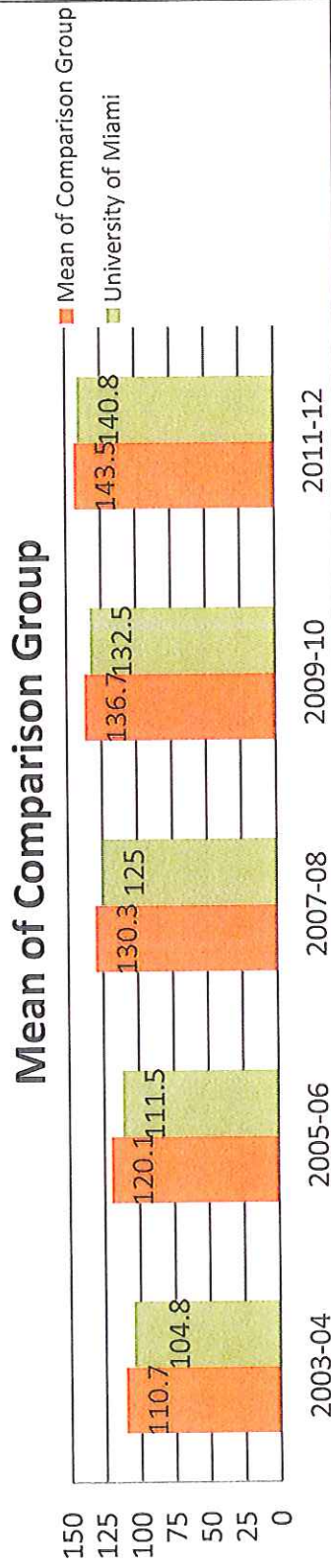
AAU Peer Institutions Faculty Salary Report

Full Professors

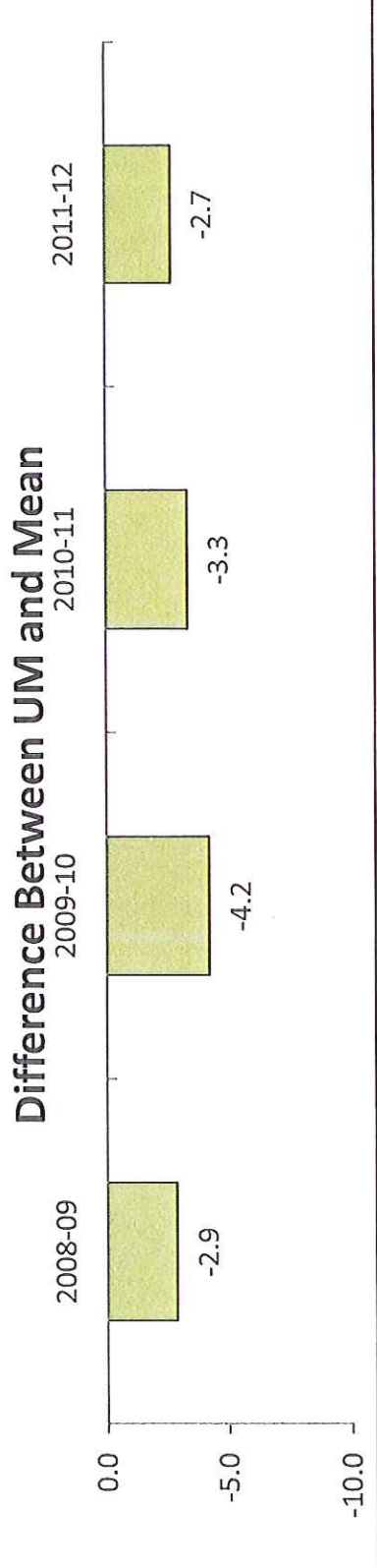
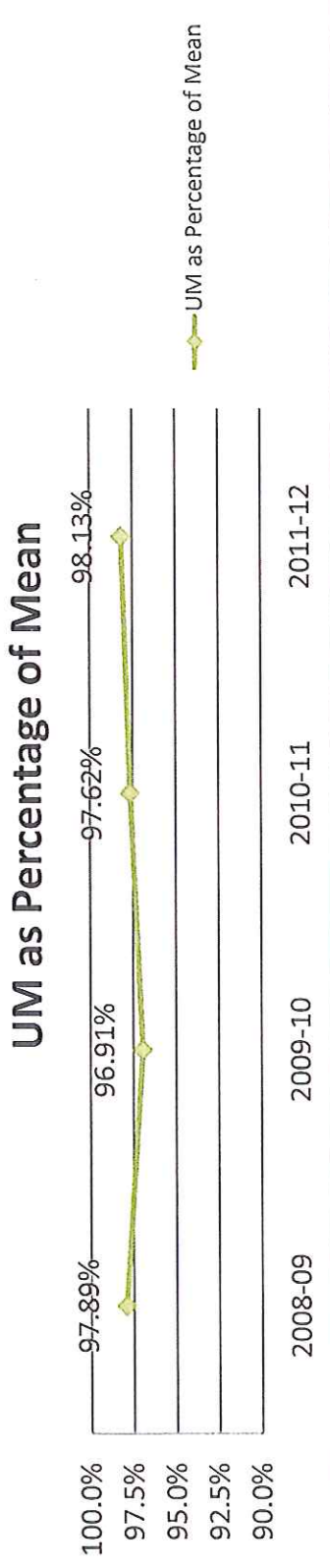
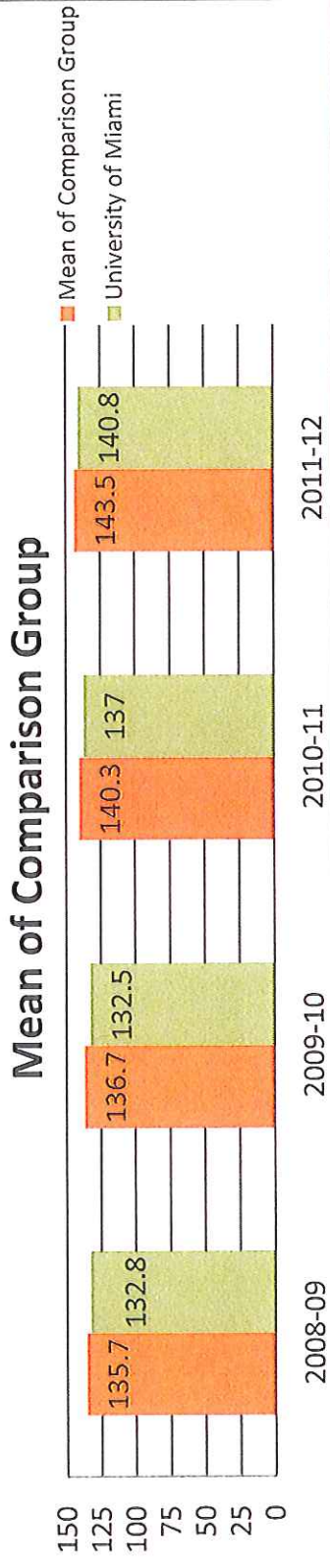
Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
*Brandeis University	93	94.1	99.3	106.7	111.6	116.6	121.3	121.9	123.9	130
*Carnegie Mellon University	110.4	114.7	118.4	123.8	127	132.2	136.5	137.6	138.9	142
*Case Western Reserve University	101.9	106.9	109.6	117.4	116	118.9	121.5	124.2	129.1	131.2
*Emory University	121.8	126.5	131.9	137	142.2	147.2	153.4	154.8	154.1	-
*New York University	132.2	134.2	138.1	144	149.5	162.4	170.7	171.7	175.9	182.4
*Syracuse University, Main Campus	86.7	90.9	94.5	97.9	104	107	112	112.5	115.3	117.6
*Tulane University	99.1	100.2	102.8	109.8	116	119.8	125.9	128	134.2	140.2
*University of Rochester	101.4	103.8	105.8	108.8	112.8	118.2	124.4	125.6	129.7	133.8
*University of Southern California	113	118.7	123.8	129	134.5	140.1	145	145.8	151	155.9
*Vanderbilt University	112.3	117.1	123.9	126.6	135.4	140.3	145.9	145.1	151.3	158.3
Mean of Comparison Group	107.2	110.7	114.8	120.1	124.9	130.3	135.7	136.7	140.3	143.5
University of Miami	98.73	104.8	106.98	111.5	118	125	132.8	132.5	137	140.8
Difference between UM and Mean	-8.4	-5.9	-7.8	-8.6	-6.9	-5.3	-2.9	-4.2	-3.3	-2.7
UM as percentage of Mean	92.12%	94.66%	93.18%	92.84%	94.48%	95.95%	97.89%	96.91%	97.62%	98.13%

*Private

UM and AAU Peer Institutions Comparison Full Professors 2003-2012



UM and AAU Peer Institutions Comparison Full Professors 2008-2012



AAU Peer Institutions Faculty Salary Report

Associate Professors

Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
*Brandeis University	69.7	72.0	73.3	77.0	80.7	84.0	87.0	84.9	86.5	90.5
*Carnegie Mellon University	79.2	82.3	84.5	89.1	93.2	96.4	98.5	97.1	97.4	98.9
*Case Western Reserve University	71.9	75.4	79.1	84.5	78.4	81.5	83.0	82.5	84.5	85.8
*Emory University	79.4	81.1	84.3	86.2	90.1	93.4	100.5	99.4	99.9	-
*New York University	82.6	82.7	85.4	88.3	91.2	102.6	103.7	101.5	103.8	106.1
*Syracuse University, Main Campus	66.5	68.7	70.7	72.2	75.2	78.2	82.1	82.0	83.8	85.4
*Tulane University	71.6	69.7	73.5	77.0	78.8	82.4	83.4	84.0	85.3	86.6
*University of Rochester	75.0	73.6	76.4	78.4	81.9	85.8	89.6	88.7	91.6	97.2
*University of Southern California	77.9	81.5	84.6	88.5	92.0	93.6	95.8	98.6	103.3	105.3
*Vanderbilt University	74.2	76.2	79.0	81.9	86.3	91.0	93.5	93.1	96.2	98.6

Mean of Comparison Group	74.8	76.3	79.1	82.3	84.8	88.9	91.7	91.2	93.2	94.9
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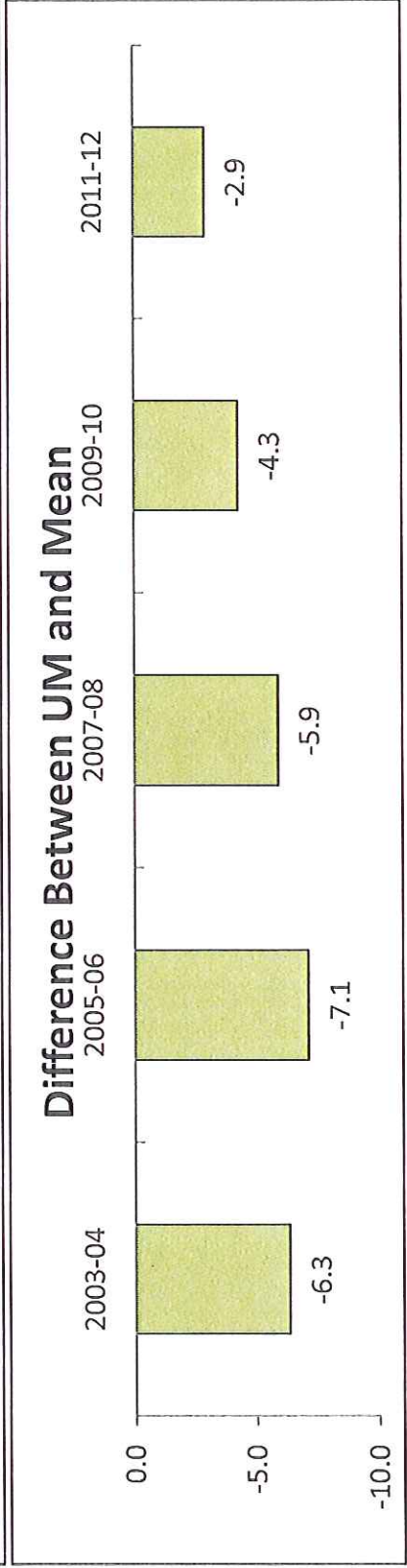
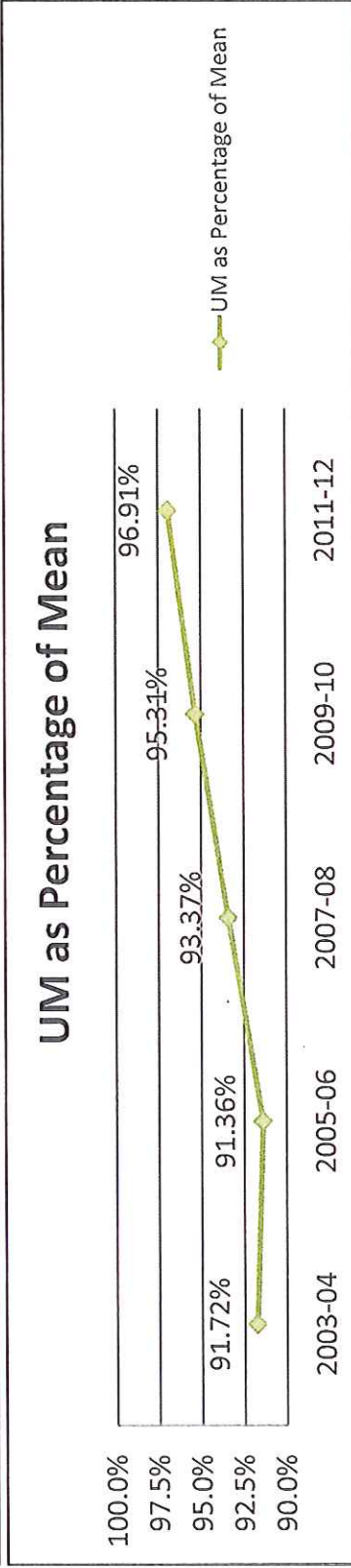
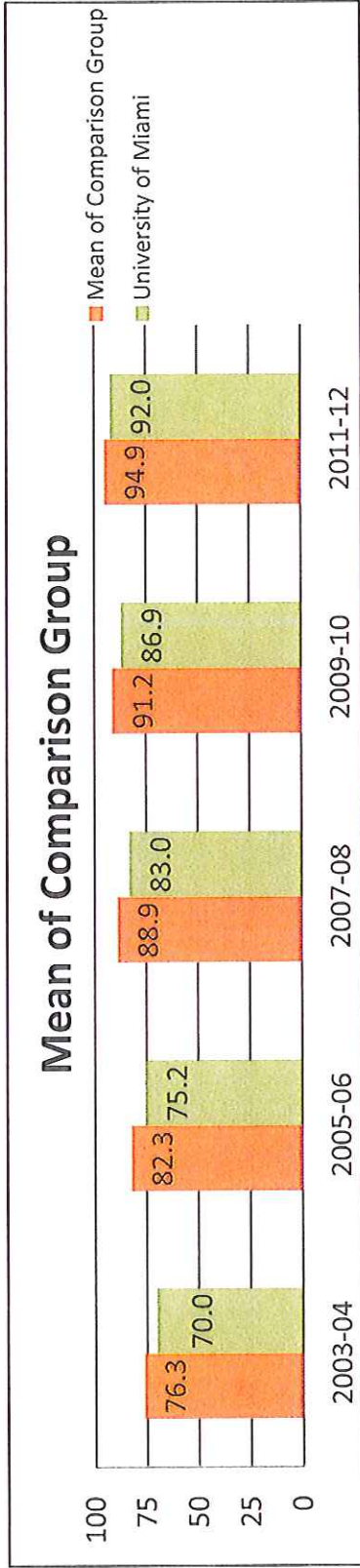
University of Miami	66.3	70.0	72.2	75.2	79.0	83.0	86.2	86.9	90.0	92.0
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Difference between UM and Mean	-8.5	-6.3	-6.9	-7.1	-5.8	-5.9	-5.5	-4.3	-3.2	-2.9
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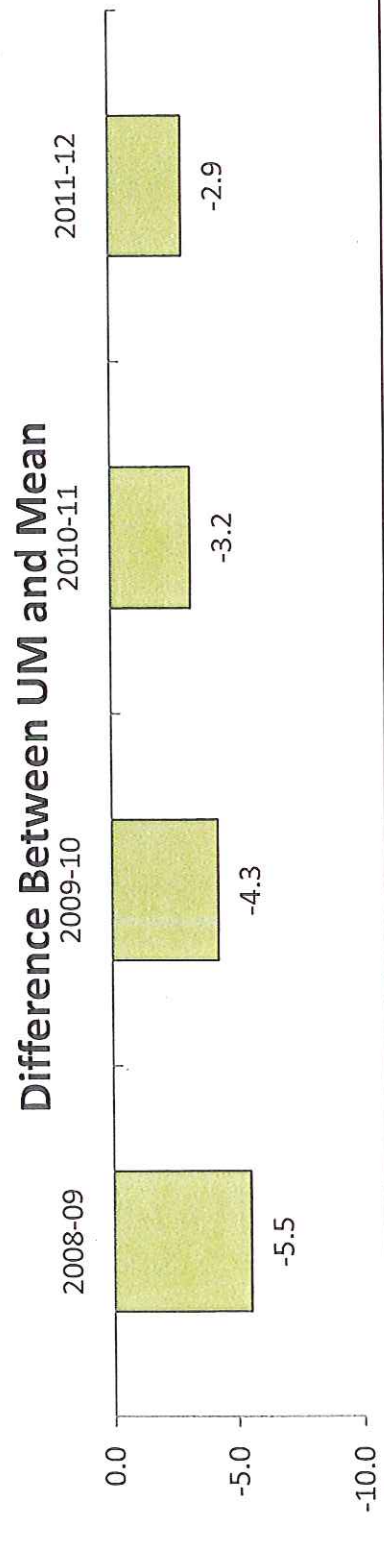
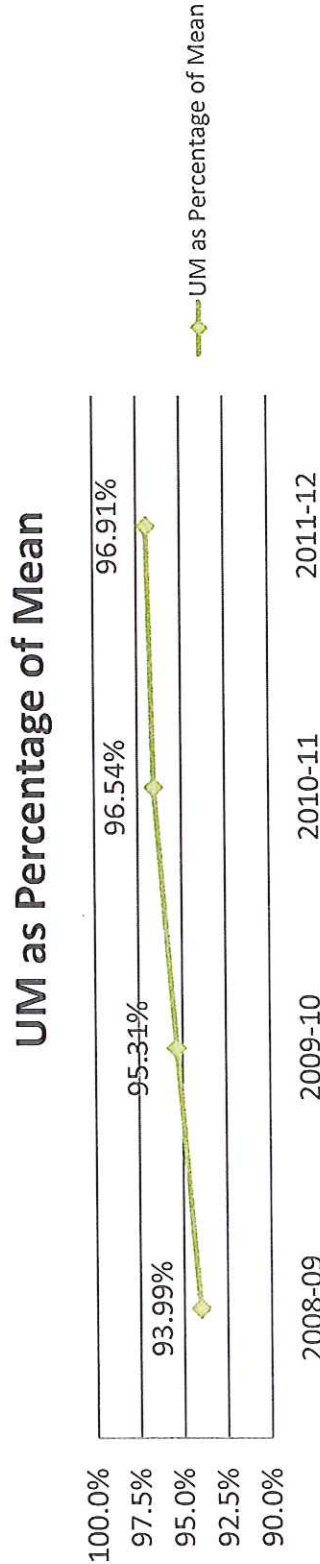
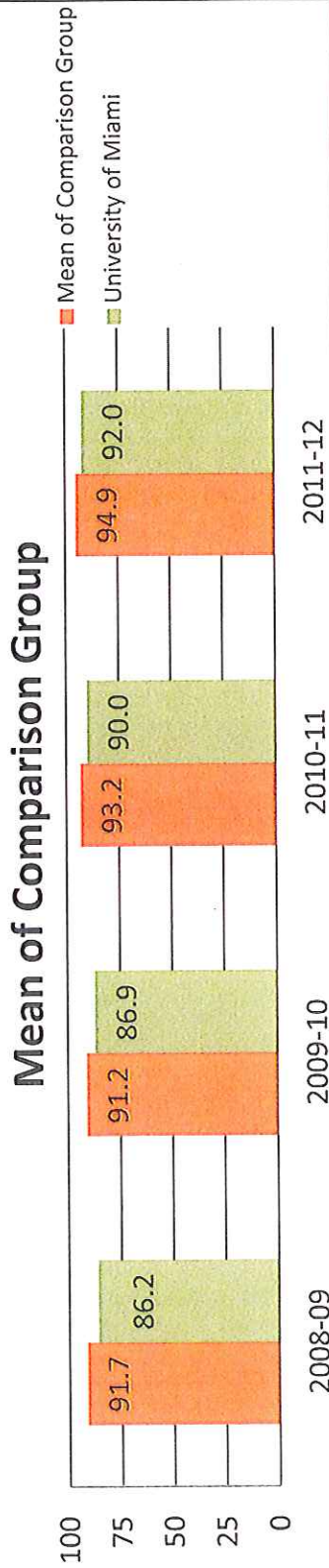
UM as percentage of Mean	88.59%	91.72%	91.30%	91.36%	93.18%	93.37%	93.99%	95.31%	96.54%	96.91%
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*Private

UM and AAU Peer Institutions Comparison Associate Professors 2003-2012



UM and AAU Peer Institutions Comparison Associate Professors 2008-2012

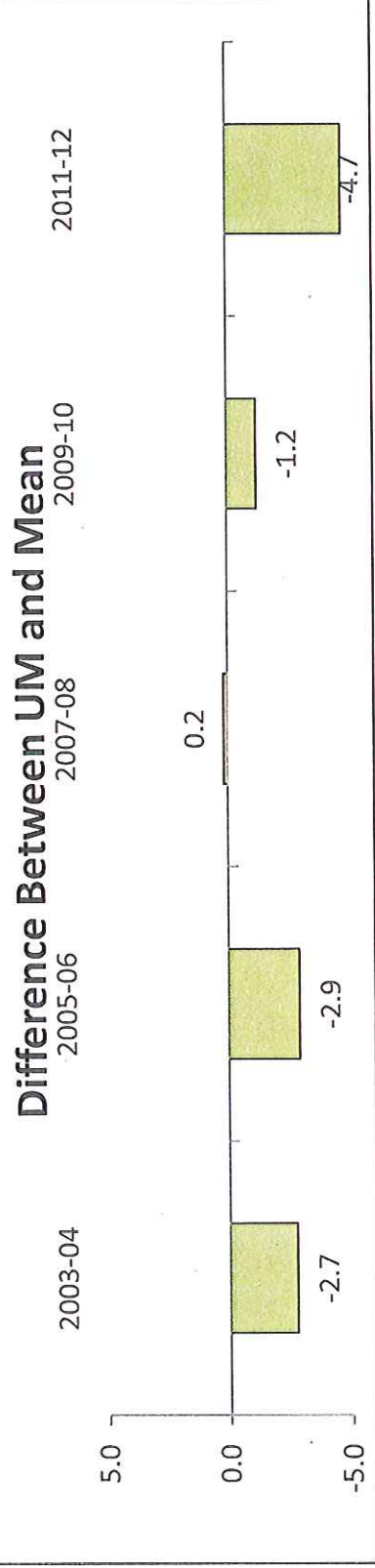
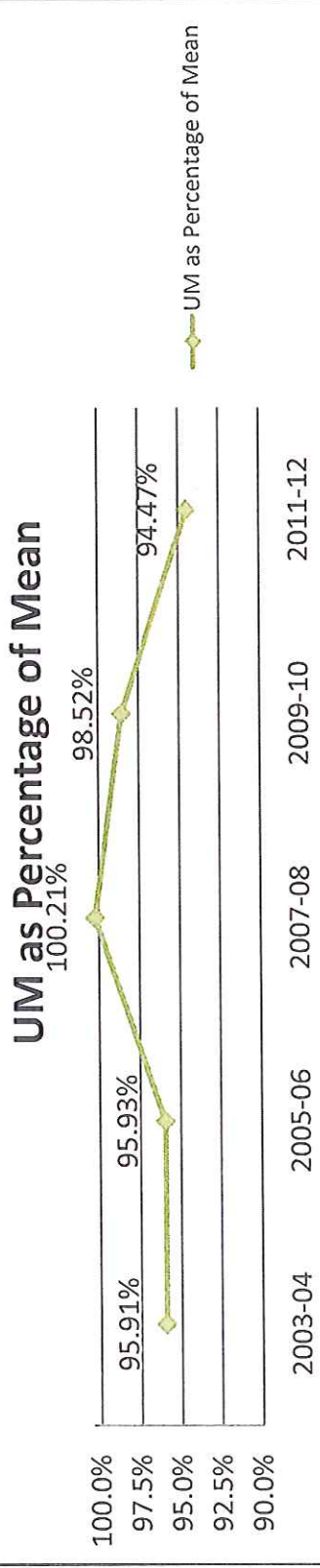
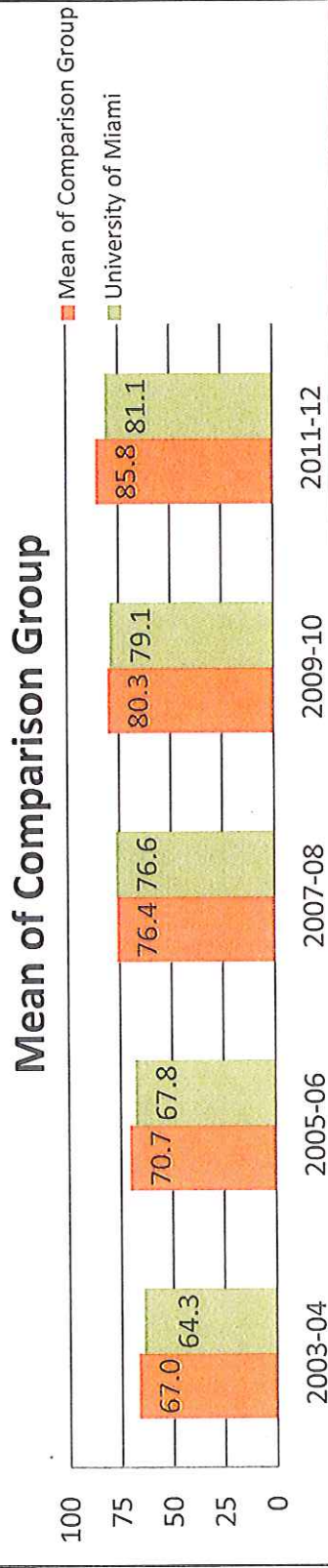


AAU Peer Institutions Faculty Salary Report Assistant Professors

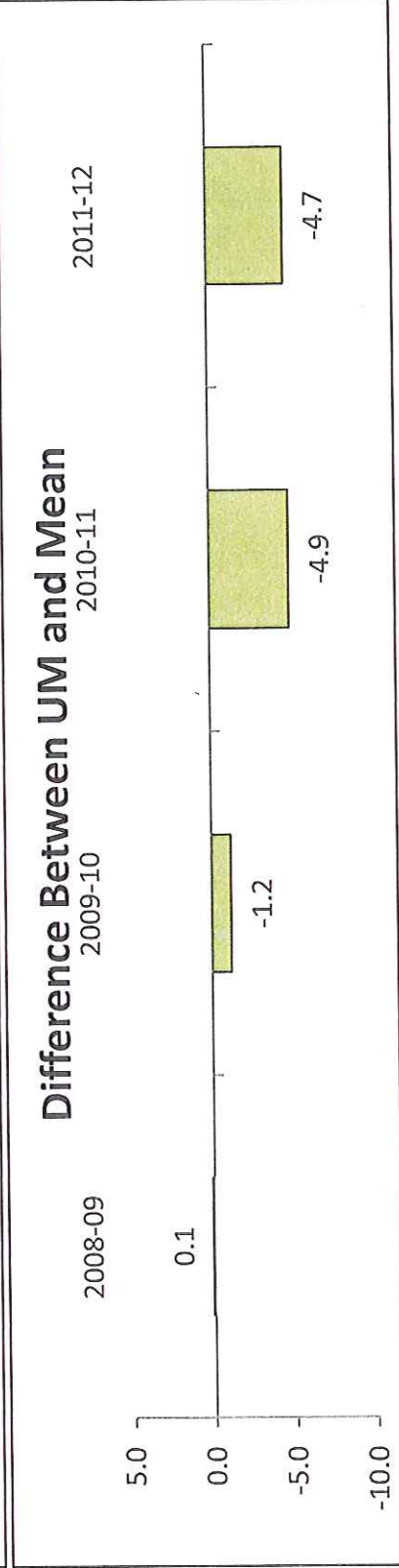
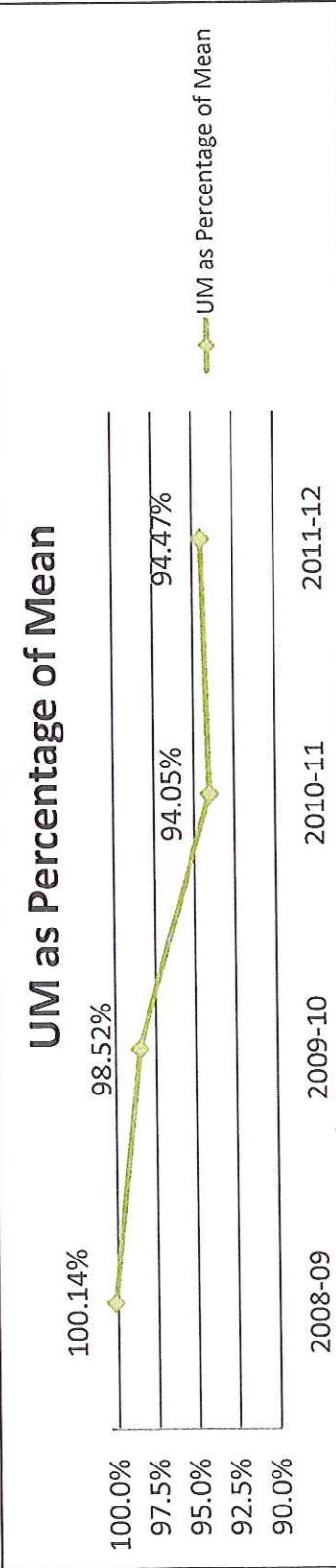
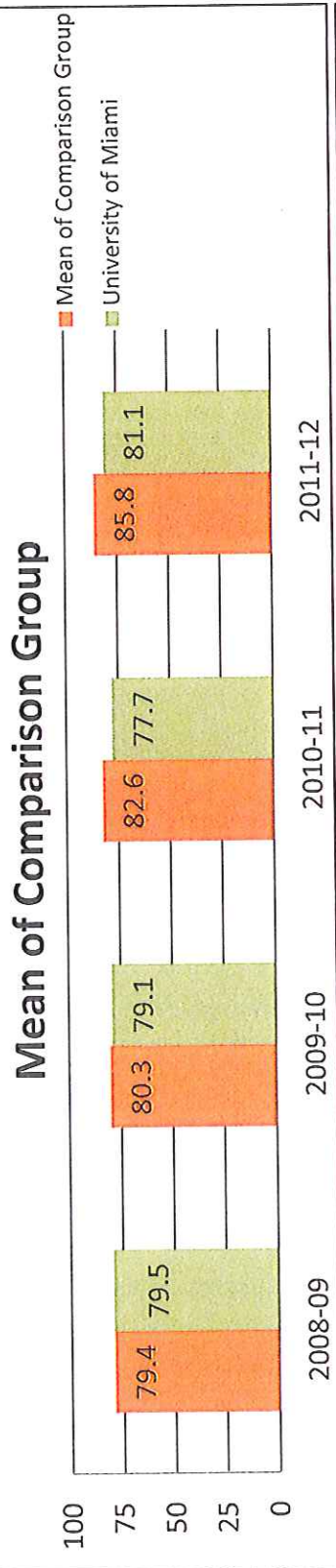
Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
*Brandeis University	61.9	63.6	66.5	70.5	71.6	74.6	78.9	79.1	79.5	84.4
*Carnegie Mellon University	71.3	71.2	75.0	80.5	82.9	84.3	88.6	89.7	95.9	101.1
*Case Western Reserve University	65.1	64.9	68.5	62.7	67.9	69.9	72.7	74.6	74.3	79.2
*Emory University	69.1	72.3	74.5	76.3	77.9	78.9	84.1	83.4	85.3	-
*New York University	73.1	74.8	73.7	75.9	80.1	90.3	93.5	92.7	95.6	99.7
*Syracuse University, Main Campus	55.2	57.6	59.6	62.2	64.9	68.6	69.3	69.1	70.8	73.4
*Tulane University	60.8	61.1	61.3	65.3	63.4	66.1	65.2	67.8	69.3	71.5
*University of Rochester	67.1	69.7	70.2	71.0	73.2	77.2	82.4	83.8	89.4	93.5
*University of Southern California	69.1	70.9	73.7	76.4	81.6	85.0	86.7	89.6	91.5	93.3
*Vanderbilt University	68.6	64.3	65.0	66.0	67.2	69.5	72.5	73.1	74.6	76.5
Mean of Comparison Group	66.1	67.0	68.8	70.7	73.1	76.4	79.4	80.3	82.6	85.8
University of Miami	60.3	64.3	65.8	67.8	72.7	76.6	79.5	79.1	77.7	81.1
Difference between UM and Mean	-5.8	-2.7	-3.0	-2.9	-0.4	0.2	0.1	-1.2	-4.9	-4.7
UM as percentage of Mean	91.18%	95.91%	95.64%	95.93%	99.49%	100.21%	100.14%	98.52%	94.05%	94.47%

* Private

UM and AAU Peer Institutions Comparison Assistant Professors 2003-2012



UM and AAU Peer Institutions Comparison Assistant Professors 2008-2012



Average Faculty Salary Report Full Professors

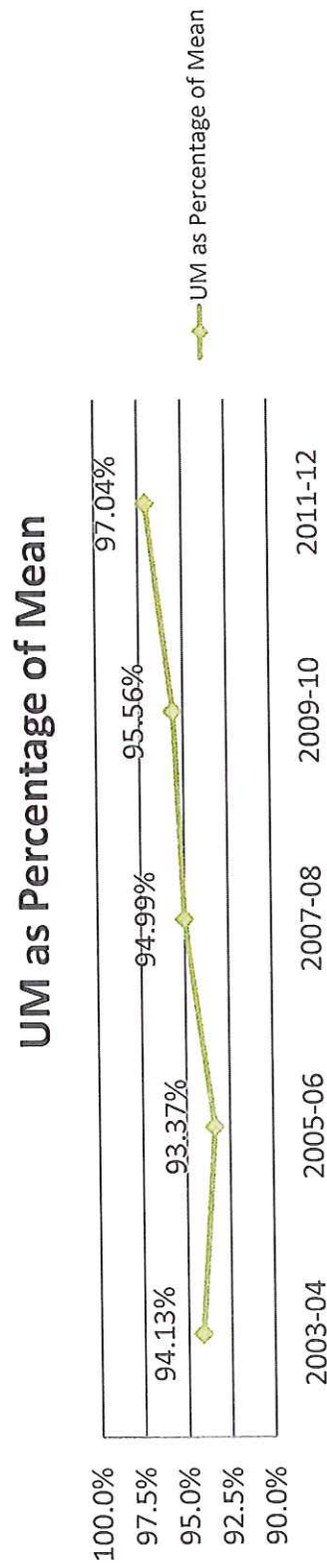
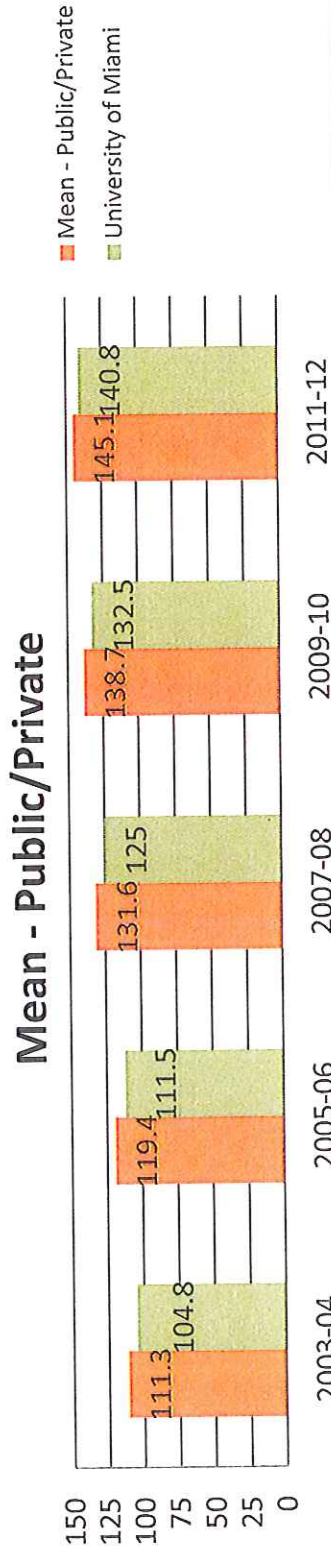
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Academic Institution										
*Brandeis University	93.0	94.1	99.3	106.7	111.6	116.6	121.3	121.9	123.9	130.0
*Brown University	111.0	116.9	123.1	129.2	134.9	139.9	146.4	145.8	150.7	156.7
*California Institute of Technology	131.4	131.0	145.7	147.8	155.8	162.2	172.5	171.9	171.5	172.8
*Carnegie Mellon University	110.4	114.7	118.4	123.8	127.0	132.2	136.5	137.6	138.9	142.0
*Case Western Reserve University	101.9	106.9	109.6	117.4	116.0	118.9	121.5	124.2	129.1	131.2
*Catholic University of America	78.6	81.7	86.7	90.8	94.6	99.0	103.0	106.3	108.3	113.0
*Columbia University in the City of New York	130.5	134.2	140.4	-	-	166.2	178.8	188.6	191.4	197.8
*Cornell University, New York	119.0	126.3	131.1	137.0	141.8	148.2	154.3	155.2	157.8	161.8
*Duke University	124.9	128.6	131.2	136.4	142.0	152.6	161.2	160.8	163.4	175.3
*Emory University	121.8	126.5	131.9	137.0	142.2	147.2	153.4	154.8	164.1	-
*Harvard University	150.8	157.5	163.2	168.7	177.4	184.8	192.6	191.2	193.8	198.4
*Indiana University at Bloomington	96.8	99.1	101.8	104.9	109.0	114.0	118.0	120.7	120.9	128.4
Iowa State University	89.7	92.2	93.3	97.2	100.6	106.7	112.1	111.6	114.3	115.9
*Johns Hopkins University	108.5	111.8	115.5	120.7	-	-	-	-	-	-
*Massachusetts Institute of Technology	127.6	135.1	135.0	140.3	145.9	151.6	160.3	161.0	165.8	171.8
*Michigan State University	95.0	98.3	101.8	105.9	110.2	116.0	121.9	125.0	125.2	128.6
*New York University	132.2	134.2	138.1	144.0	149.5	162.4	170.7	171.7	175.9	182.4
*Northwestern Univ	127.7	131.9	136.3	140.8	147.2	153.6	161.8	166.3	169.5	172.1
Ohio State University, Main Campus	98.2	103.5	108.4	112.6	117.2	121.6	126.4	129.5	131.5	134.2
Pennsylvania State U. Main Campus (U Park)	102.7	108.0	112.6	116.5	120.2	125.4	131.1	130.4	133.5	132.1
*Princeton University	138.6	145.6	151.1	156.8	163.7	172.2	180.3	181.0	186.0	193.8
Purdue University, Main Campus	93.1	97.2	100.7	104.3	107.6	111.3	115.0	115.8	122.1	125.1
*Rice University	117.8	119.1	123.7	127.0	130.4	137.1	146.6	151.8	155.2	159.5
Rutgers the State Univ of NJ New Brunswick	108.5	110.9	112.9	116.3	123.8	130.1	137.5	140.1	142.7	145.0
*Stanford University	137.3	142.6	148.5	156.2	164.3	173.7	181.9	181.4	188.4	195.4
SUNY at Buffalo	103.2	104.4	107.7	111.6	-	-	-	-	-	135.4
SUNY at Stony Brook, All Campuses	102.6	102.5	107.0	110.6	116.4	116.2	126.5	131.9	138.6	140.5
*Syracuse University, Main Campus	86.7	90.9	94.5	97.9	104.0	107.0	112.0	112.5	115.3	117.6
Texas A&M University Main Campus	91.2	95.2	100.2	104.1	107.4	112.3	116.3	120.3	118.9	120.0
*Tulane University	99.1	100.2	102.8	109.8	116.0	119.8	125.9	128.0	134.2	140.2
University of Arizona	90.6	92.5	95.9	102.3	107.1	113.1	114.5	117.3	117.5	119.9
University of California-Berkeley	117.3	123.0	121.8	126.2	131.3	141.0	143.5	145.8	149.1	154.0
University of California-Davis	99.6	105.0	103.3	107.0	114.0	121.5	122.7	123.4	123.8	129.4
University of California-Irvine	104.8	107.9	108.5	112.2	117.7	128.7	131.8	132.7	132.0	137.0
University of California-Los Angeles	117.9	122.4	123.3	128.4	133.2	142.0	144.5	148.0	153.7	162.6
University of California-San Diego	108.9	112.4	113.8	118.1	124.4	131.9	133.8	135.4	136.3	140.7
University of California-Santa Barbara	106.6	109.6	110.6	115.1	119.3	127.0	129.0	131.1	132.0	138.6
*University of Chicago	134.7	141.3	148.4	155.1	162.5	170.8	179.5	184.1	190.4	197.8
University of Colorado at Boulder	95.7	98.4	100.6	102.8	106.8	116.4	121.5	121.6	118.6	125.5

Average Faculty Salary Report Full Professors (cont.)

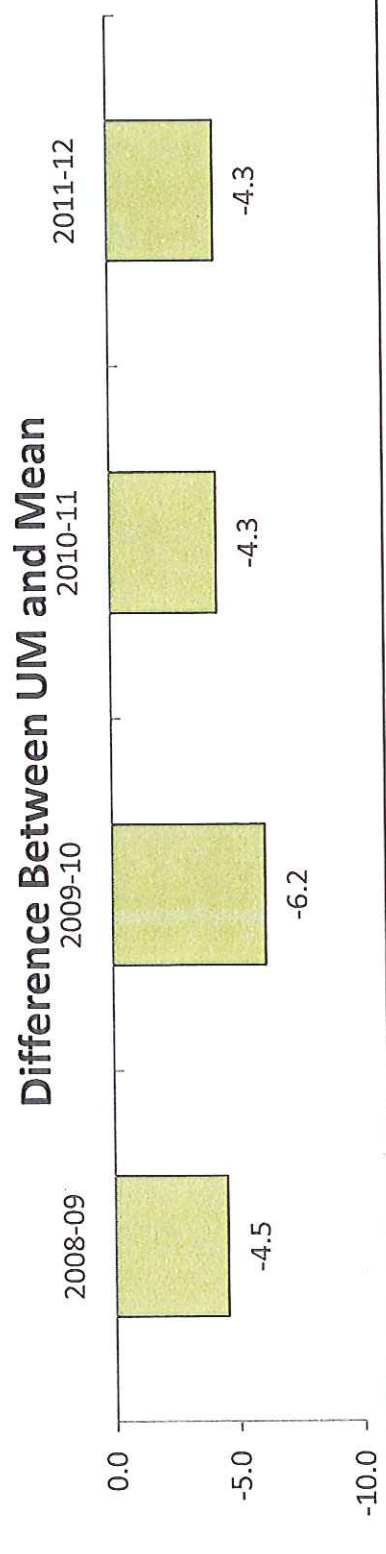
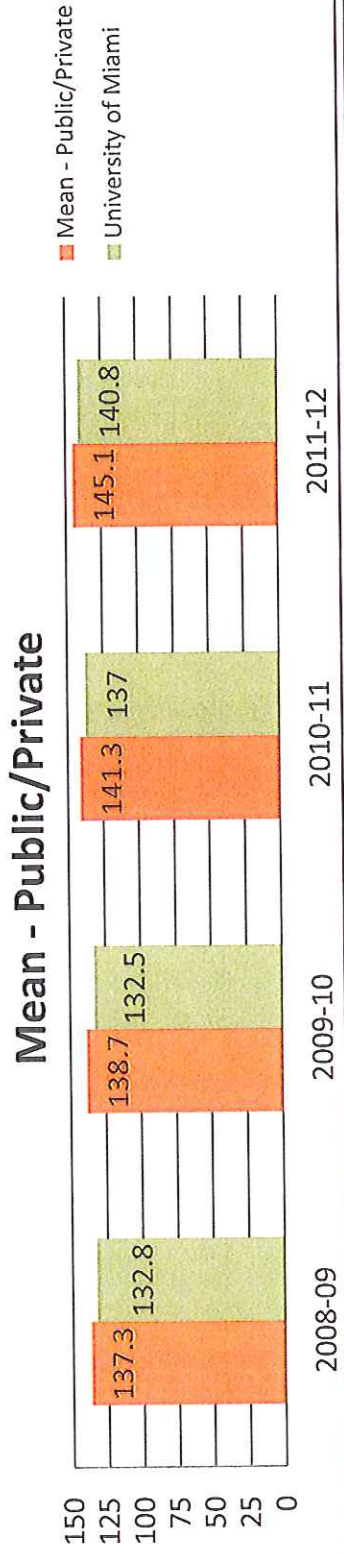
Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
University of Florida	89.3	93.5	96.0	101.4	107.7	109.3	115.2	117.0	122.1	121.7
University of Illinois at Urbana-Champaign	101.4	107.0	111.8	116.6	120.9	125.7	129.6	130.0	133.5	137.2
University of Iowa	99.4	100.8	102.8	105.3	109.8	118.1	124.6	124.1	126.3	130.0
University of Kansas, Main Campus	84.6	87.9	92.4	98.0	103.9	110.5	117.3	116.9	117.7	116.1
University of Maryland at College Park	106.5	107.0	111.0	115.7	121.1	127.5	133.4	134.7	134.4	136.3
University of Michigan at Ann Arbor	114.8	117.8	120.2	125.6	130.4	137.0	142.1	144.0	146.9	148.8
University of Minnesota - Twin Cities	101.3	102.0	105.4	110.3	116.6	121.3	127.4	124.8	123.2	125.7
University of Missouri, Columbia	88.4	91.8	94.3	96.7	100.7	102.8	111.2	111.0	111.1	113.9
University of Nebraska at Lincoln	90.7	90.9	93.9	97.5	101.1	105.2	110.1	112.0	112.3	114.8
University of North Carolina at Chapel Hill	105.2	106.3	112.7	115.3	126.8	138.5	142.7	143.0	143.3	144.0
University of Oregon	80.3	83.1	85.6	88.0	88.3	94.8	99.8	103.0	104.9	112.3
*University of Pennsylvania	133.5	138.5	143.4	149.9	156.5	163.3	169.4	170.1	175.1	181.6
University of Pittsburgh, Main Campus	102.4	105.6	109.8	113.2	119.5	121.9	127.3	128.3	132.8	134.8
*University of Rochester	101.4	103.8	105.8	108.8	112.8	118.2	124.4	125.6	129.7	133.8
*University of Southern California	113.0	118.7	123.8	129.0	134.5	140.1	145.0	145.8	151.0	155.9
University of Texas at Austin	102.9	103.2	109.9	115.7	121.2	126.0	132.3	133.3	136.5	140.7
University of Virginia, Main Campus	107.7	112.9	118.1	123.1	128.0	132.7	133.7	134.7	136.5	141.6
University of Washington - Seattle	91.2	93.2	98.1	102.1	108.9	116.4	121.7	121.9	118.3	122.7
University of Wisconsin-Madison	96.4	96.2	97.8	100.5	103.5	107.0	109.5	111.9	113.8	114.7
*Yanderbilt University	112.3	117.1	123.9	126.6	135.4	140.3	145.9	145.1	151.3	158.3
*Washington University	117.9	122.0	128.4	135.2	145.1	150.8	159.3	160.7	164.9	172.4
*Yale University	137.2	138.8	145.6	151.2	157.6	165.1	174.7	174.1	177.1	180.4
University of Miami	98.73	104.80	106.98	111.50	118.00	125.00	132.80	132.5	137.0	140.8
MEAN - PUBLIC	99.6	102.4	105.4	109.4	114.4	120.3	125.0	125.8	128.0	131.4
MEAN - PRIVATE	118.5	122.6	127.6	132.5	138.7	145.9	153.0	154.5	158.2	163.7
MEAN - PUB/PRIV	107.9	111.3	115.2	119.4	124.9	131.6	137.3	138.7	141.3	145.1
DIFFERENCE - PUBLIC	-0.8	2.4	1.6	2.1	3.6	4.7	7.8	6.7	9.0	9.4
DIFFERENCE - PRIVATE	-19.7	-17.8	-20.6	-21.0	-20.7	-20.9	-20.2	-22.0	-21.2	-22.9
DIFFERENCE - PUB/PRI Combined	-9.2	-6.5	-8.2	-7.9	-6.9	-6.6	-4.5	-6.2	-4.3	-4.3
PERCENTAGE - PUBLIC	99.17%	102.34%	101.54%	101.87%	103.16%	103.91%	106.27%	105.35%	107.02%	107.14%
PERCENTAGE - PRIVATE	83.34%	85.49%	83.83%	84.18%	85.05%	85.67%	86.77%	85.75%	86.61%	86.02%
PERCENTAGE - PUB/PRI Combined	91.48%	94.13%	92.86%	93.37%	94.49%	94.99%	96.69%	95.56%	96.95%	97.04%

* Private

UM Average Faculty Salary Comparison Full Professors 2003-2012



UM Average Faculty Salary Comparison Full Professors 2008-2012



Average Faculty Salary Report Associate Professors

Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
*Brandeis University	69.7	72.0	73.3	77.0	80.7	84.0	87.0	84.9	86.5	90.5
*Brown University	71.4	73.7	78.4	81.0	83.9	88.0	91.9	91.9	96.8	99.3
*California Institute of Technology	82.2	94.9	103.3	106.5	111.3	120.2	126.2	126.0	112.4	121.3
*Carnegie Mellon University	79.2	82.3	84.5	89.1	93.2	96.4	98.5	97.1	97.4	98.9
*Case Western Reserve University	71.9	75.4	79.1	84.5	88.4	81.5	83.0	82.5	84.5	85.8
*Catholic University of America	57.9	61.4	63.5	67.1	69.7	72.6	74.5	74.0	75.4	79.2
*Columbia University in the City of New York	83.2	88.8	94.5	-	-	106.6	113.3	117.0	122.5	125.0
*Cornell University, All Campuses	86.3	90.5	92.9	96.6	99.1	103.4	109.8	108.8	109.3	113.0
*Duke University	84.1	85.4	89.5	91.3	96.8	102.5	107.3	102.6	103.9	114.5
*Emory University	79.4	81.1	84.3	86.2	90.1	93.4	100.5	99.4	99.9	-
*Harvard University	88.8	91.9	92.3	97.1	100.0	106.1	112.3	116.9	120.7	120.9
Indiana University at Bloomington	66.2	99.1	101.8	104.9	109.0	114.0	118.0	82.0	82.2	87.0
Iowa State University	67.3	69.2	70.6	72.3	73.7	77.6	81.9	81.8	82.3	83.5
*Johns Hopkins University	75.1	78.2	79.5	83.2	-	-	-	-	-	-
*Massachusetts Institute of Technology	87.0	91.5	91.0	94.1	99.7	106.4	110.3	111.0	115.1	120.3
Michigan State University	69.9	72.4	73.7	76.4	79.2	82.8	85.9	87.3	87.0	89.2
*New York University	82.6	82.7	85.4	88.3	91.2	102.6	103.7	101.5	103.8	106.1
*Northwestern Univ	83.9	86.9	90.7	93.7	97.5	100.5	105.3	106.9	108.3	110.2
Ohio State University, Main Campus	66.3	69.1	72.1	74.2	76.9	80.5	84.2	85.8	87.7	89.3
Pennsylvania State U, Main Campus	70.3	72.4	75.4	77.7	81.4	85.0	87.7	86.7	89.0	89.2
Princeton University	88.9	92.4	95.5	97.1	105.0	107.5	114.3	116.9	120.8	123.7
Purdue University, Main Campus	64.5	68.8	70.6	72.9	74.8	77.2	80.2	80.2	84.8	87.1
*Rice University	78.9	79.4	83.4	87.3	91.0	94.5	104.3	105.7	108.7	106.0
Rutgers the State Univ of NJ New Brunswick	75.7	76.8	77.7	80.7	85.0	89.4	94.9	94.9	96.7	98.4
*Stanford University	97.8	98.7	103.0	106.1	114.7	122.0	128.0	124.4	126.8	131.2
SUNY at Buffalo	103.2	104.4	107.7	111.6	-	-	-	-	-	93.1
SUNY at Stony Brook, All Campuses	76.4	76.9	78.8	81.0	85.9	86.5	92.2	95.3	99.6	99.5
*Syracuse University, Main Campus	66.5	68.7	70.7	72.2	75.2	78.2	82.1	82.0	83.8	85.4
Texas A&M University, Main Campus	65.5	67.9	70.3	73.0	76.0	79.8	81.8	82.5	81.9	83.1
*Tulane University	71.6	69.7	73.5	77.0	78.8	82.4	83.4	84.0	85.3	86.6
University of Arizona	64.2	64.9	67.2	71.4	74.9	79.0	79.5	79.6	80.6	81.8
University of California-Berkeley	74.6	77.1	77.7	81.9	86.8	94.4	96.1	98.2	101.5	104.6
University of California-Davis	67.4	69.8	68.8	70.2	76.5	81.5	83.1	83.9	84.7	90.6
University of California-Irvine	70.7	71.2	71.6	74.6	77.6	83.4	84.6	85.7	84.9	89.8
University of California-Los Angeles	74.6	77.0	78.1	82.0	84.2	90.7	92.1	95.2	100.6	107.4
University of California-San Diego	67.5	69.6	70.6	73.6	78.0	82.7	85.5	88.2	88.4	90.9
University of California-Santa Barbara	68.0	70.0	68.4	70.9	74.1	79.1	78.5	80.1	81.4	85.4
*University of Chicago	88.1	89.3	92.3	93.6	97.8	103.3	106.8	106.6	108.9	114.1
University of Colorado at Boulder	69.8	71.2	72.7	74.5	78.0	84.9	88.9	88.7	86.5	90.3

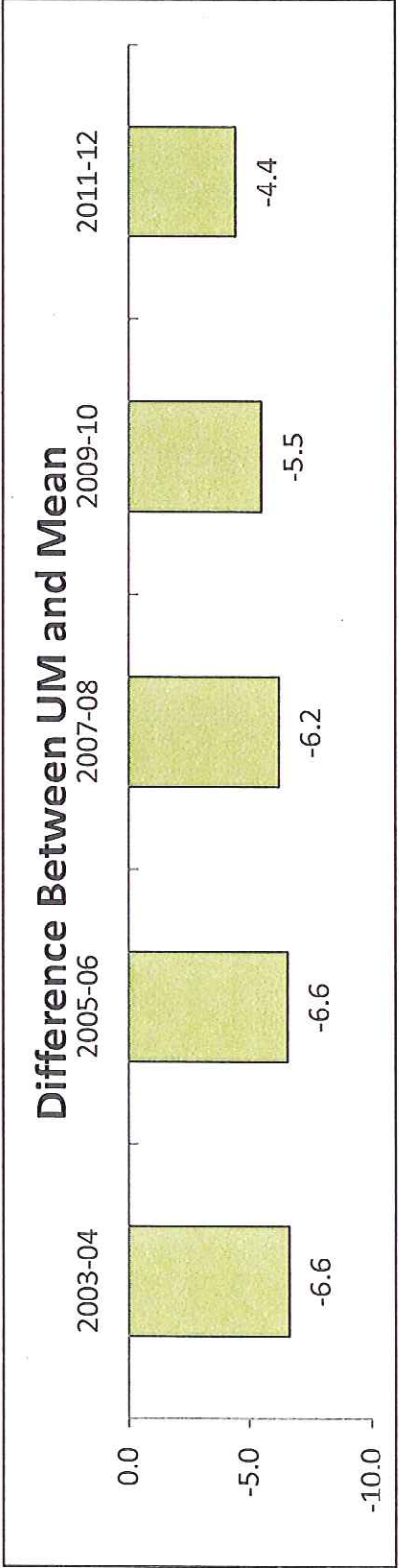
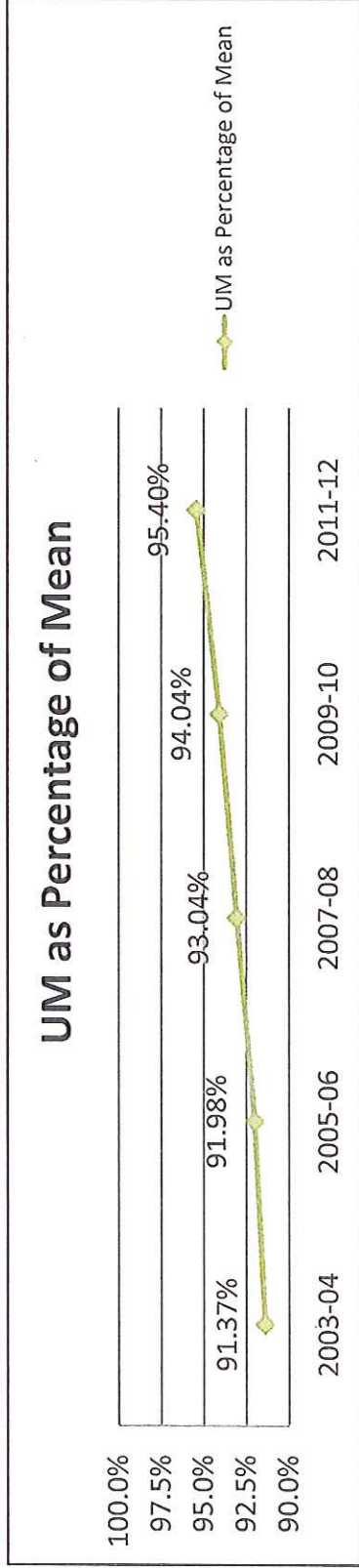
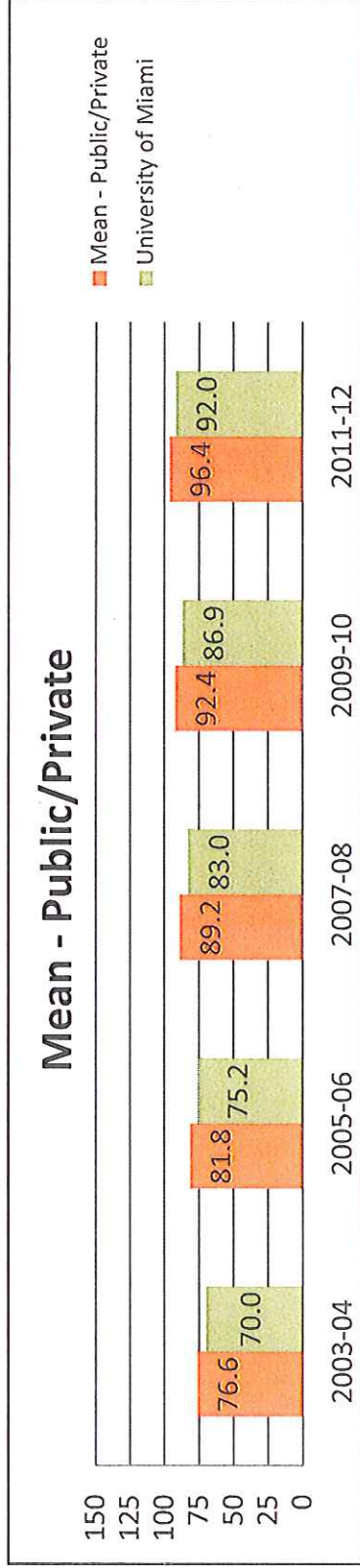
Average Faculty Salary Report Associate Professors (cont.)

Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
University of Florida	63.7	65.7	69.1	71.7	73.3	73.0	75.4	75.5	80.0	80.1
University of Illinois at Urbana-Champaign	69.4	72.0	75.1	77.6	79.5	82.2	83.5	83.2	84.8	86.5
University of Iowa	65.8	67.5	69.1	70.9	75.4	81.0	83.1	82.5	84.1	86.4
University of Kansas, Main Campus	59.9	61.7	65.2	68.7	72.3	76.1	79.6	79.3	79.4	78.8
University of Maryland at College Park	74.5	75.0	76.3	80.3	84.2	89.5	94.9	94.4	94.5	95.7
University of Michigan at Ann Arbor	78.9	80.9	81.6	83.7	86.6	89.1	93.1	94.3	96.1	98.2
University of Minnesota - Twin Cities	70.9	69.9	70.7	75.6	80.6	84.3	86.2	85.4	85.1	86.0
University of Missouri, Columbia	62.5	64.5	65.9	67.3	68.5	70.8	75.3	74.1	73.5	75.9
University of Nebraska at Lincoln	65.1	65.4	68.1	69.8	71.7	74.4	76.7	77.2	76.7	77.6
University of North Carolina at Chapel Hill	73.4	74.1	77.2	77.9	85.5	90.9	94.1	92.6	93.1	94.6
University of Oregon	58.3	59.7	59.0	63.1	62.1	67.5	72.4	74.6	75.5	79.6
*University of Pennsylvania	90.1	93.2	95.9	100.7	106.4	107.5	114.1	110.2	112.5	117.8
University of Pittsburgh Main Campus	68.0	70.2	74.0	75.5	78.2	80.4	85.6	84.6	88.4	90.0
*University of Rochester	75.0	73.6	76.4	78.4	81.9	85.8	89.6	88.7	91.6	97.2
*University of Southern California	77.9	81.5	84.6	88.5	92.0	93.6	95.8	98.6	103.3	105.3
University of Texas at Austin	66.1	64.9	70.3	72.9	78.3	81.3	85.3	85.3	88.6	89.9
University of Virginia, Main Campus	71.3	75.1	78.1	82.7	87.7	91.0	91.7	92.7	91.8	95.0
University of Washington - Seattle	65.8	66.7	70.2	72.9	77.2	83.4	87.1	88.1	86.8	88.3
University of Wisconsin-Madison	73.7	73.3	73.4	76.5	78.1	82.5	84.5	85.8	87.3	87.4
*Vanderbilt University	74.2	76.2	79.0	81.9	86.3	91.0	93.5	93.1	96.2	98.6
*Washington University	78.7	81.0	85.1	90.5	93.3	96.4	96.5	97.1	99.8	100.2
*Yale University	79.5	78.5	82.1	85.3	87.1	91.3	99.8	98.4	103.8	108.6
MEAN - PUBLIC	69.7	72.2	74.0	76.8	79.1	83.2	86.2	85.6	86.8	89.1
MEAN - PRIVATE	79.6	82.2	85.3	88.2	92.0	96.8	101.2	101.0	103.0	106.4
MEAN - PUB/PRIV	74.1	76.6	79.0	81.8	84.7	89.2	92.8	92.4	94.0	96.4
University of Miami	66.3	70.0	72.2	75.2	79.0	83.0	86.2	86.9	90.0	92.0
DIFFERENCE - PUBLIC	-3.4	-2.2	-1.8	-1.6	-0.1	-0.2	0.0	1.3	3.2	2.9
DIFFERENCE - PRIVATE	-13.4	-12.2	-13.1	-13.0	-13.0	-13.8	-15.0	-14.1	-13.0	-14.4
DIFFERENCE - PUB/PRI Combined	-7.8	-6.6	-6.8	-6.6	-5.7	-6.2	-6.6	-5.5	-4.0	-4.4
PERCENTAGE - PUBLIC	95.07%	96.97%	97.53%	97.93%	99.84%	99.75%	100.04%	101.49%	103.65%	103.23%
PERCENTAGE - PRIVATE	83.22%	85.18%	84.62%	85.22%	85.83%	85.71%	85.16%	86.03%	87.38%	86.48%
PERCENTAGE - PUB/PRI Combined	89.43%	91.37%	91.36%	91.58%	93.28%	93.04%	92.88%	94.04%	95.79%	95.40%

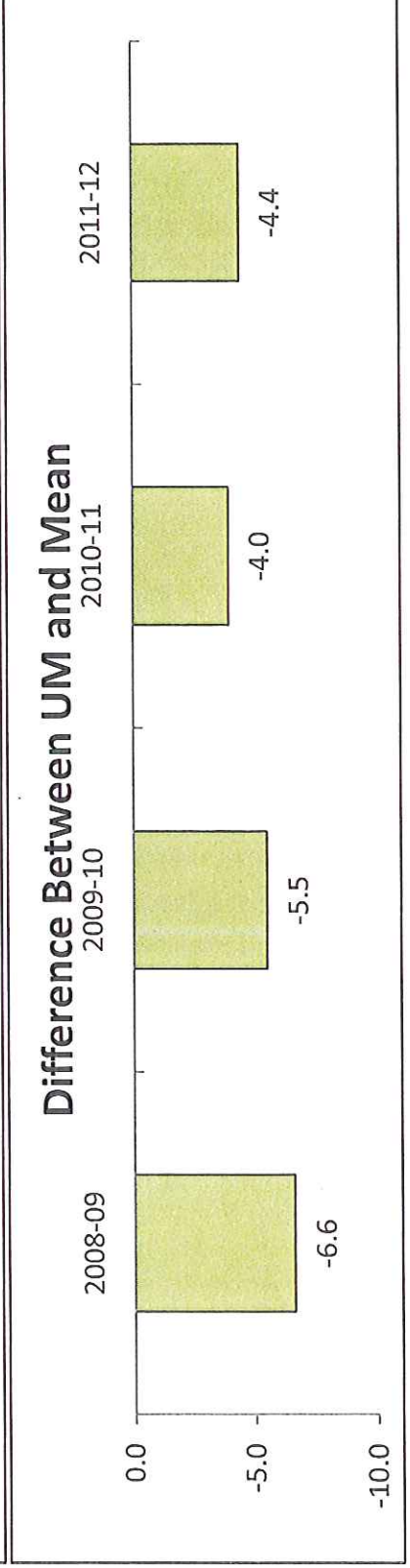
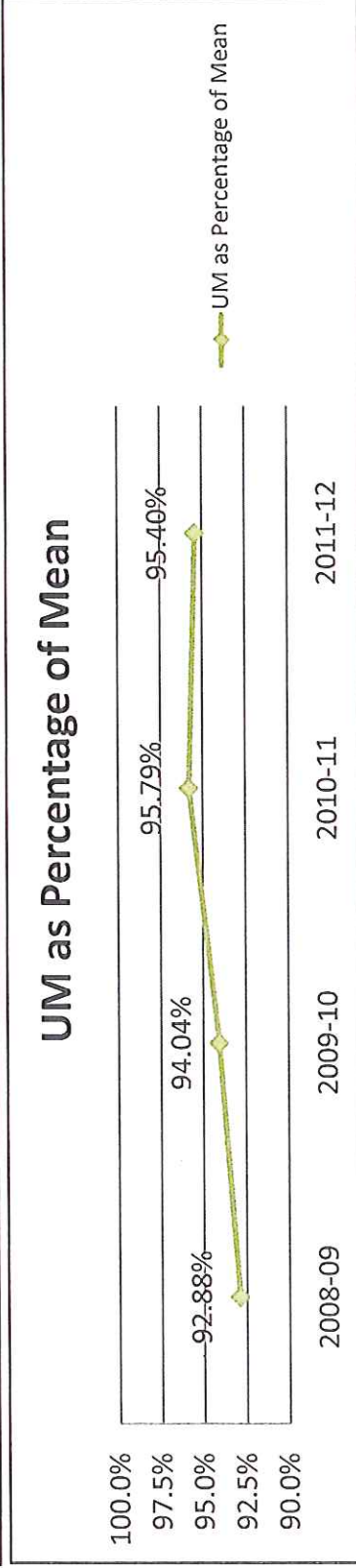
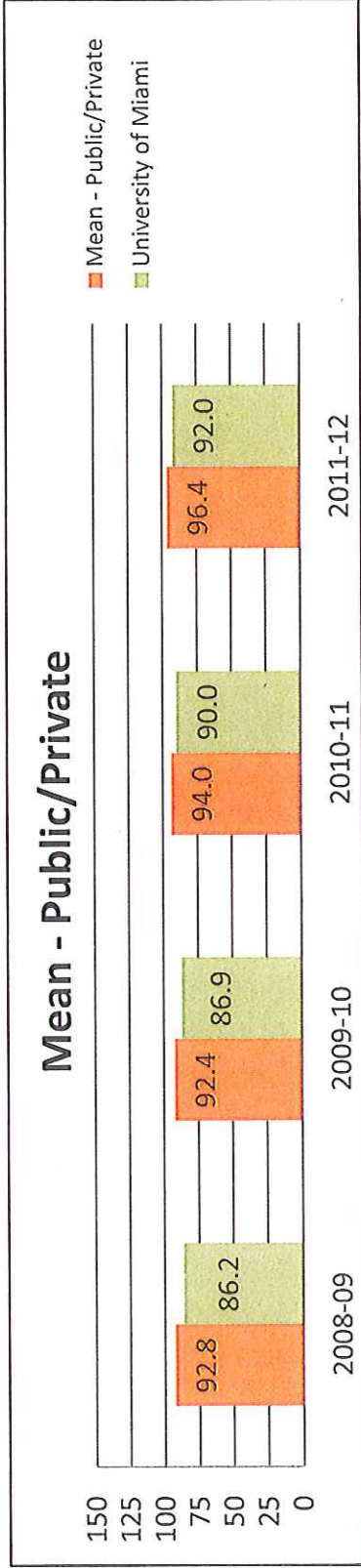
* Private

^2009-2011 Mean Public University Salaries Retroactively Corrected

UM Average Faculty Salary Comparison Associate Professors 2003-2012



UM Average Faculty Salary Comparison Associate Professors 2008-2012



Average Faculty Salary Report

Assistant Professors

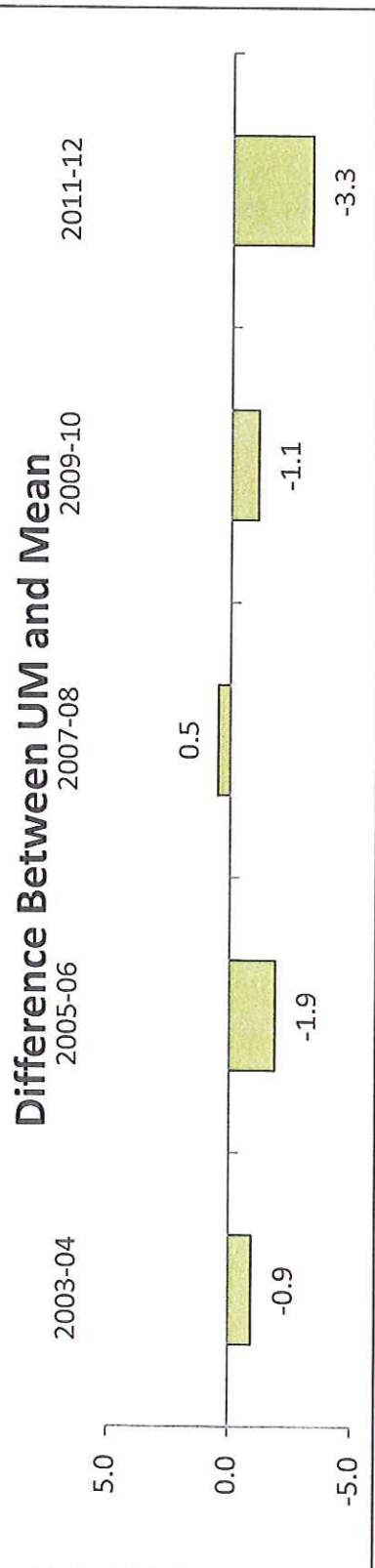
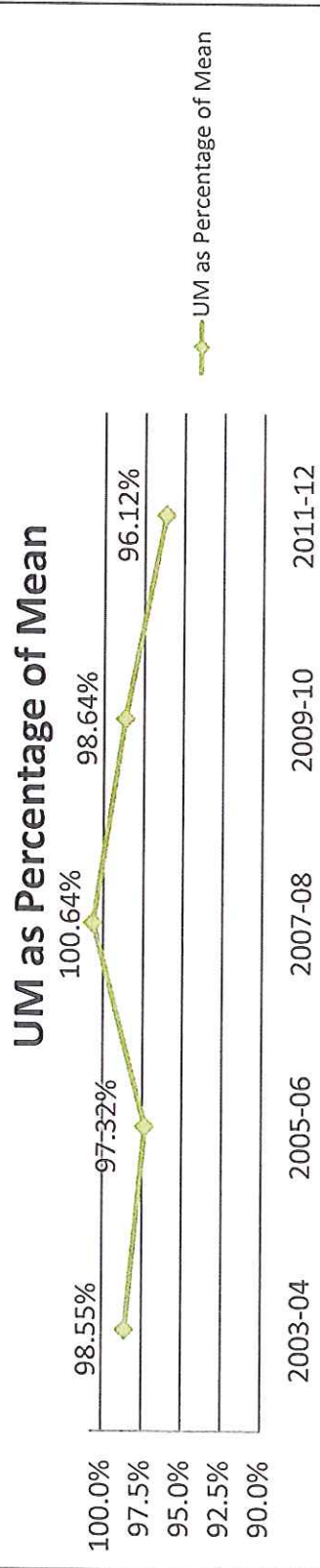
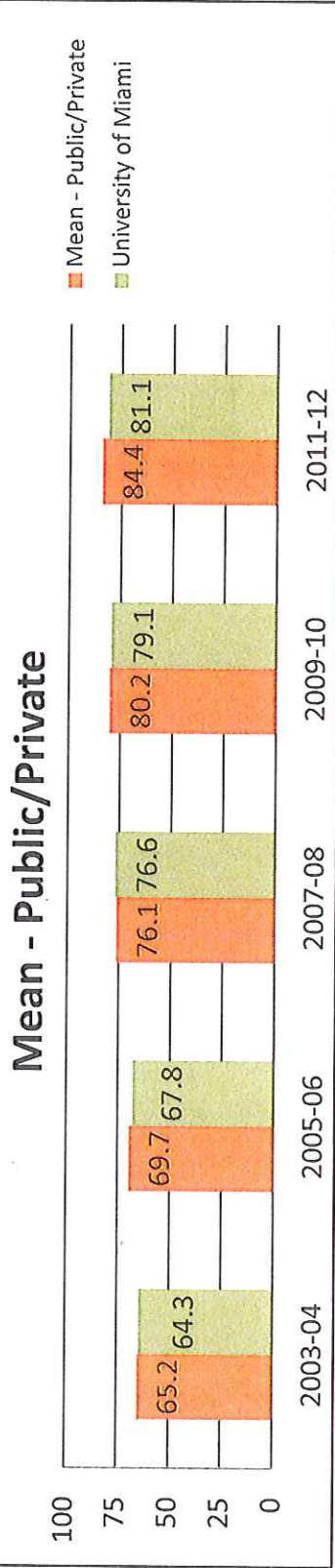
Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
*Brandeis University	61.9	63.6	66.5	70.5	71.6	74.6	78.9	79.1	79.5	84.4
*Brown University	64.0	65.5	69.7	72.1	72.6	74.9	76.8	78.5	80.9	82.3
*California Institute of Technology	84.3	84.1	93.3	96.8	98.8	101.3	105.5	105.8	108.1	111.3
*Carnegie Mellon University	71.3	71.2	75.0	80.5	82.9	84.3	88.6	89.7	95.9	101.1
*Case Western Reserve University	65.1	64.9	68.5	62.7	67.9	69.9	72.7	74.6	74.3	79.2
*Catholic University of America	50.2	53.3	55.0	58.0	61.4	64.1	66.4	65.6	67.2	68.4
*Columbia University in the City of New York	97.8	71.6	74.8	-	-	83.7	89.7	92.3	97.2	99.0
*Cornell University, All Campuses	75.0	78.6	80.6	82.9	85.9	89.8	93.5	92.3	96.5	97.0
*Duke University	72.4	74.6	75.5	78.8	82.4	87.3	91.6	89.8	87.2	96.0
*Emory University	69.1	72.3	74.5	76.3	77.9	78.9	84.1	83.4	85.3	-
*Harvard University	79.3	82.1	82.9	89.3	91.3	95.4	101.4	104.4	104.0	109.8
Indiana University at Bloomington	58.8	59.6	61.3	62.6	66.0	68.4	71.1	72.4	72.8	77.4
Iowa State University	56.5	57.8	59.6	61.7	64.5	67.6	71.5	71.4	73.7	75.1
*Johns Hopkins University	63.2	63.2	65.0	68.0	-	-	-	-	-	-
*Massachusetts Institute of Technology	79.2	82.6	79.5	82.7	89.0	93.3	97.5	100.6	100.0	102.8
Michigan State University	57.0	58.9	59.7	60.2	61.8	64.2	66.9	68.6	69.1	69.5
*New York University	73.1	74.8	73.7	75.9	80.1	90.3	93.5	92.7	95.6	99.7
*Northwestern Univ	73.4	76.8	79.3	81.2	83.5	87.9	93.5	95.3	96.8	98.9
Ohio State University, Main Campus	59.1	62.3	64.8	65.8	69.4	70.9	72.4	78.0	79.4	81.5
Pennsylvania State U, Main Campus	59.5	62.5	64.0	66.3	68.2	69.5	72.4	72.0	75.9	76.1
*Princeton University	68.1	70.9	73.4	76.3	79.1	81.2	85.8	87.7	90.8	94.2
Purdue University, Main Campus	57.1	60.5	62.9	65.3	66.8	69.2	72.3	72.7	71.4	79.1
*Rice University	67.4	71.1	75.0	76.1	78.0	81.6	87.4	85.2	86.4	86.6
Rutgers the State Univ of NJ New Brunswick	59.5	61.2	62.8	65.3	68.7	72.5	76.0	76.9	78.9	78.6
*Stanford University	76.3	78.9	82.0	86.9	91.0	94.3	100.8	100.5	103.4	109.8
SUNY at Buffalo	58.0	60.5	61.4	63.7	-	-	-	-	-	77.4
SUNY at Stony Brook, All Campuses	62.9	61.1	64.6	65.2	68.9	68.6	71.6	74.9	78.6	78.1
*Syracuse University, Main Campus	55.2	57.6	59.6	62.2	64.9	68.6	69.3	69.1	70.8	73.4
Texas A&M University Main Campus	56.9	58.9	60.6	65.8	67.3	70.5	72.2	73.6	73.7	72.8
*Tulane University	60.8	61.1	61.3	65.3	63.4	66.1	65.2	67.8	69.3	71.5
University of Arizona	56.3	57.8	59.8	63.5	66.9	69.7	66.6	68.0	68.4	70.8
University of California-Berkeley	67.3	70.0	71.3	74.1	76.2	78.5	81.3	84.8	88.4	92.3
University of California-Davis	58.3	60.0	60.7	63.1	67.9	74.2	75.9	77.0	78.7	81.3
University of California-Irvine	60.7	62.1	63.3	65.8	68.5	74.2	75.1	75.6	78.4	80.7
University of California-Los Angeles	63.8	63.7	65.5	67.0	72.1	76.8	79.6	81.7	84.0	87.4
University of California-San Diego	59.6	61.2	62.3	66.1	69.8	77.3	77.7	79.6	80.9	87.0
University of California-Santa Barbara	57.7	60.0	61.0	63.9	67.2	71.3	74.0	76.4	76.7	78.5
*University of Chicago	70.3	72.3	73.4	77.7	85.3	90.7	97.7	100.1	100.5	102.6
University of Colorado at Boulder	59.9	61.0	63.0	65.2	67.5	72.3	75.6	75.2	74.4	77.5

Average Faculty Salary Report Assistant Professors (cont.)

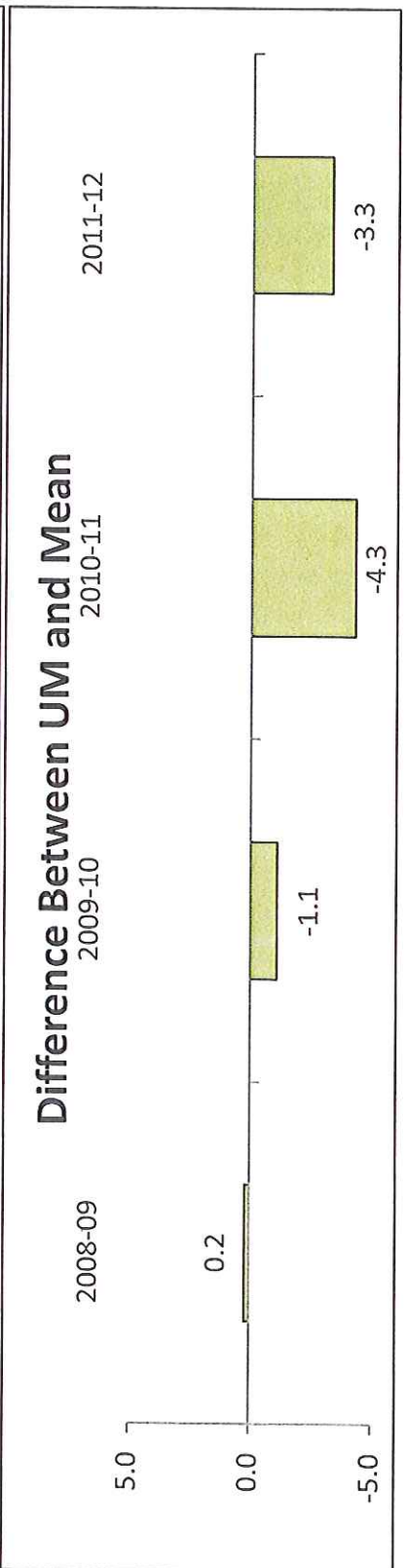
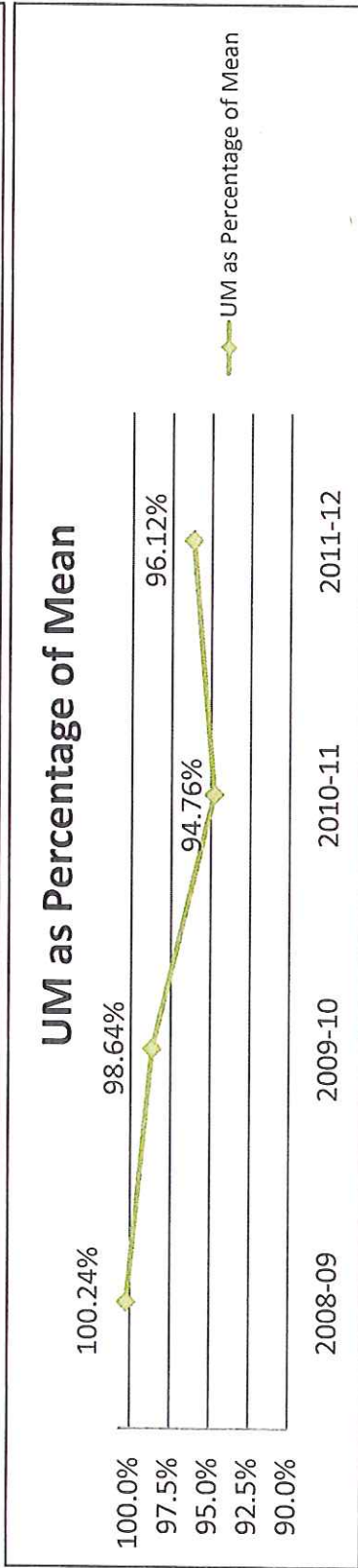
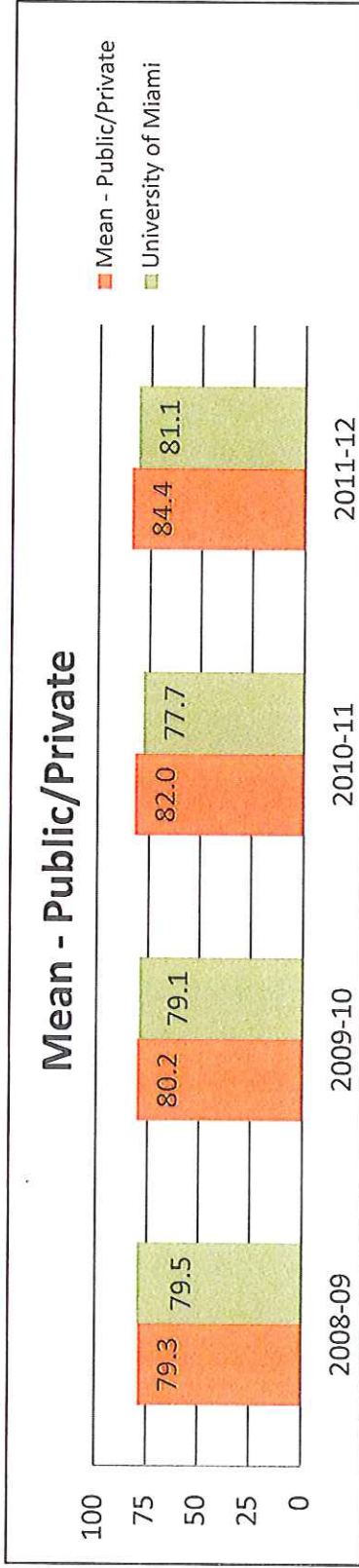
Academic Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
University of Florida	55.3	56.6	59.5	61.6	61.9	62.5	63.6	63.9	68.4	68.9
University of Illinois at Urbana-Champaign	61.0	64.5	68.2	69.6	71.7	73.7	76.3	76.8	80.3	83.6
University of Iowa	59.3	59.8	61.7	63.9	65.8	69.6	72.6	71.4	72.5	74.1
University of Kansas, Main Campus	50.7	51.2	54.5	59.4	62.8	65.0	67.1	65.9	66.3	69.2
University of Maryland at College Park	69.2	70.0	75.2	75.9	77.4	78.8	83.4	82.6	82.4	83.9
University of Michigan at Ann Arbor	65.3	66.7	67.1	72.8	75.0	79.3	81.6	83.1	84.5	85.8
University of Minnesota - Twin Cities	61.9	60.6	62.5	65.4	69.4	72.3	75.0	76.5	78.5	79.1
University of Missouri, Columbia	52.1	52.3	53.5	55.7	56.6	58.2	61.1	60.7	60.9	61.7
University of Nebraska at Lincoln	56.3	56.2	57.6	60.0	62.9	65.1	66.3	68.9	68.9	71.6
University of North Carolina at Chapel Hill	61.3	61.8	65.8	65.2	71.8	76.9	82.0	80.8	81.1	80.5
University of Oregon	50.0	52.9	54.4	57.1	60.0	61.9	66.4	69.4	72.0	74.0
*University of Pennsylvania	80.8	82.1	85.2	88.1	91.8	95.9	98.0	102.3	106.8	112.3
University of Pittsburgh Main Campus	59.6	61.6	63.6	64.6	66.4	67.7	71.1	70.1	72.2	75.0
*University of Rochester	67.1	69.7	70.2	71.0	73.2	77.2	82.4	83.8	89.4	93.5
*University of Southern California	69.1	70.9	73.7	76.4	81.6	85.0	86.7	89.6	91.5	93.3
University of Texas at Austin	61.5	62.3	66.9	70.7	75.1	77.6	81.8	82.2	82.4	83.9
University of Virginia, Main Campus	57.4	60.8	64.1	68.0	71.1	74.5	74.7	75.2	76.3	80.3
University of Washington - Seattle	60.2	63.2	64.7	67.2	70.9	73.9	78.0	77.2	77.4	79.5
University of Wisconsin-Madison	62.0	63.6	63.6	64.3	66.0	70.4	73.0	73.6	74.9	75.9
*Vanderbilt University	68.6	64.3	65.0	66.0	67.2	69.5	72.5	73.1	74.6	76.5
*Washington University	69.3	72.1	72.4	73.4	77.2	80.0	85.0	85.4	89.9	96.8
*Yale University	63.8	66.5	69.4	72.8	77.9	81.6	86.0	85.6	87.5	89.7
MEAN - PUBLIC	59.2	60.7	62.7	65.1	68.0	71.0	73.6	71.4	73.0	77.9
MEAN - PRIVATE	70.2	71.0	73.1	75.7	79.0	82.6	86.6	87.5	89.6	93.2
MEAN - PUB/PRIV	64.1	65.2	67.3	69.7	72.7	76.1	79.3	80.2	82.0	84.4
University of Miami	60.3	64.3	65.8	67.8	72.7	76.6	79.5	79.1	77.7	81.1
DIFFERENCE - PUBLIC	1.1	3.6	3.1	2.7	4.7	5.6	5.9	7.7	4.7	3.2
DIFFERENCE - PRIVATE	-9.9	-6.7	-7.3	-7.9	-6.3	-6.0	-7.1	-8.4	-11.9	-12.1
DIFFERENCE - PUB/PRI Combined	-3.8	-0.9	-1.5	-1.9	0.0	0.5	0.2	-1.1	-4.3	-3.3
PERCENTAGE - PUBLIC	101.90%	105.96%	104.96%	104.21%	106.98%	107.87%	108.02%	110.74%	106.38%	104.14%
PERCENTAGE - PRIVATE	85.86%	90.58%	89.98%	89.58%	91.98%	92.74%	91.85%	90.43%	86.73%	87.01%
PERCENTAGE - PUB/PRI Combined	94.12%	98.59%	97.76%	97.32%	99.96%	100.64%	100.24%	98.64%	94.76%	96.12%

* Private
 ^2009-2011 Mean Public University Salaries
 Retroactively Corrected

UM Average Faculty Salary Comparison Assistant Professors 2003-2012



UM Average Faculty Salary Comparison Assistant Professors 2008-2012



Mean Salaries at the University of Miami

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Professors	98.7	104.8	107.0	111.5	118.0	125.0	132.8	132.5	137.0	140.8
Associate Professors	66.3	70.0	72.2	75.2	79.0	83.0	86.2	86.9	90.0	92.0
Assistant Professors	60.3	64.3	65.8	67.8	72.7	76.6	79.5	79.1	77.7	81.1

