



UNIVERSITY OF MINNESOTA
TWIN CITIES

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MEMORANDUM

TO: ✓ Warren E. Ibele, Chair, Senate Consultative Committee
Leonard V. Kuhi, Senior Vice President for Academic Affairs and
Provost

FROM: Working Group to Review Academic Salary Structures,
Morris M. Kleiner, Co-Chair

DATE: April 23, 1991

SUBJECT: Preliminary Report

PRELIMINARY REPORT

I am presenting this report on behalf of the members of the Working Group to Review Academic Salary Structures. The members include Suzanne Bardouche, Carol Carrier, Richard Elzay, Roger Feldman, Roberta Humphreys, Ruth Kanfer, Morris Kleiner, Barbara Laslett, Ronald Phillips, Peter Reed, W. Donald Spring, Barbara Warren, as well as support staff that includes Kenneth Doyle and John Fossum. The objectives for the committee were outlined in the charges presented by the Senate Consultative Committee and Senior Vice President for Academic Affairs Len Kuhi's office. The questions and charges were:

- (1) What are the current salary practices of salary determination and performance appraisal in different parts of the University?
- (2) What are the current practices of salary determination and performance appraisal at other research universities?
- (3) What are potential benefits/liabilities in awarding merit pay increases less frequently? How might cost-of-living adjustments be awarded?
- (4) What are the salary ranges for instructors, assistant, associate and full professors, and P & A titles within colleges and across the University?
- (5) What is the faculty role in generating the appropriate guidelines for comprehensive reviews? How frequently should these reviews occur?
- (6) What structures and procedures should be developed for accomplishing the comprehensive reviews? What should be the faculty role and the structures and procedures?

Warren E. Ibele
Leonard V. Kuhl
April 23, 1991
Page two

In response to these charges, the committee has been gathering data on salary determination and salary appraisal in a wide variety of departments at the University. Information on some of these variations are included in the Appendix to this preliminary report. We have also gathered information from a number of other research universities. However, the committee's deliberations have focused on information gathered from the University of California and other universities, such as, the University of Michigan.

The committee has discussed some of the benefits and liabilities of evaluating merit and cost-of-living pay increases less frequently. Some of these benefits include a fixed and equality-based system of pay, where increases are determined on a step system based on time in rank. This would reduce the need for annual evaluations, but it may reduce the ability to provide direction for faculty and staff. One of the current problems is that research programs do not necessarily follow the annual evaluation process. A major issue which the committee is considering are potential ways of "smoothing" the linkages between performance and the timing of pay adjustments. It was noted under the current system, departments that wish to award cost-of-living adjustments to all faculty can, in fact, do so.

We present data in the Appendix on variations in salary across different units in the University. Similar information is presented for the University of California at Berkeley. Although Minnesota exhibits a wider range of variations, in discussions with individuals at the University of California there are additional payments that may cause the upper part of its salary distributions to look similar to the University of Minnesota's. However, the step-system does show that the bottom end of California's salary distributions are higher than Minnesota's. The committee has also noted that the California system requires an elaborate administrative structure and larger inputs of time on the part of faculty who must evaluate every other full-professor during their third or fourth year than does the processes currently in place at Minnesota. Further, it is not clear that the adoption of a system which has arisen out of the University of California's academic culture could be directly applied to Minnesota. There is, however, considerable support in the committee for a system which borrows some aspects of the California system.

Methods of Merit Evaluation

It is obvious from our evaluations of methods of compensation throughout the University that there is a wide-ranging set of reviews and procedures that determine salary within this institution. In most all cases, evaluations are done annually. These range from in-depth evaluations performed by faculty which are then presented to deans, to evaluations done by department chairmen with in-depth linkages of objectives to performance. At the other end, evaluations, in many cases seem to be done in an arbitrary and capricious manner. There is support among many members of the committee to provide greater accountability of

Warren E. Ibele
Leonard V. Kuhi
April 23, 1991
Page three

department chairmen to faculty, as well as having department chairmen provide rationale for compensation changes to deans and/or to vice chancellors. The group within the committee supporting these changes suggest that greater accountability may result in salary determination processes that enjoy greater credibility with the faculty, and that generate greater incentives for higher academic achievements.

There seems to be almost unanimous support for reviews and in-depth evaluations of faculty in the full professor rank. These in-depth evaluations would be more fruitful if they could be linked in a positive way to additional merit salary increases for individuals showing unrewarded good to exceptional performance. Further, individuals who were not performing at acceptable standards could be identified and potential remedial action could be taken to deal with unsatisfactory performance.

Conclusions

The committee is very alert to questions of equity, equality and comparable worth. We have considered and are including these discussions in our deliberations of the academic salary structure. As was noted, these results should be viewed as very preliminary and no formal statements have been discussed beyond the need for in-depth evaluations which could be tied to compensation. The committee will continue its deliberations throughout the rest of the academic year.

In conclusion, we look forward to your input, direction, and guidance to the committee in our objectives of recommending a salary structure which provides a greater degree of fairness, equity, and equality, and at the same time developing greater efficiency and academic quality at the University of Minnesota. We welcome your comments and suggestions.

MMK:llc

UNIVERSITY OF CALIFORNIA
FACULTY SALARY STRUCTURE
(Effective 1/1/91)

Rank	Step	Normal Period at Sal.	Salary	Engineer. & Manage. Salary	190-191 Adjust.
Instructor	--	--	30,500	--	6.3%
Ass't Prof.	I	2 yrs.	35,900	46,800	5.9%
	II	2 yrs.	37,400	49,200	6.0%
	III	2 yrs.	38,800	51,700	6.0%
	IV	2 yrs.	40,500	54,200	6.0%
	V	2 yrs.	43,000	56,900	6.7%
	VI	2 yrs.	45,600	59,300	6.8%
Asso. Prof.	I	2 yrs.	43,100	57,000	6.7%
	II	2 yrs.	45,700	59,400	6.8%
	III	2 yrs.	48,300	61,800	6.9%
	IV	2 yrs.	51,300	63,600	6.0%
	V	2 yrs.	55,300	65,600	4.1%
Professor	I	3 yrs.	51,400	63,700	6.0%
	II	3 yrs.	55,400	65,700	4.1%
	III	3 yrs.	60,700	69,900	4.1%
	IV	3 yrs.	66,400	75,000	4.1%
	V	--	72,200	80,700	4.1%
	VI	--	78,300	86,900	4.1%
	VII	--	84,600	93,200	4.1%
	VIII	--	91,300	100,300	

Salaries are adjusted annually based on surveys of salaries in identified competing universities. Depending on market conditions, initially hiring at the assistant professor rank may not begin with the first step.

Faculty Pay Study

ATTACHMENT 2

College & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
TWIN CITIES													
LIBERAL ARTS													
TOTAL CLA													
Professor - 9	56478	54509	52839	43625	72435	68.0%	-6.6%	-3.6%	41.9%	39.0%	41.2%	8.1%	7.04
Assoc. Prof. - 9	39830	39093	38620	35000	47178	36.0%	-3.0%	-1.4%	24.0%	23.0%	21.1%	2.2%	5.01
Asst. Prof - 9	32370	32385	32030	31513	35782	15.0%	-0.9%	-0.6%					2.27
LAW													
Professor - 9	86038	88015	83990	59000	112000	89.8%	-2.38%	-4.57%	44.4%	39.7%	56.5%	30.7%	25.60
Assoc. Prof. - 9	59578	63005	53667	62454	77142	23.5%	-9.92%	-14.82%					4.50
Professor - 12	91158	85598	72500	77000	106656	38.5%	-20.47%	-15.30%					0.40
ARCH & LAND. ARCH.													
Professor - 9	58830	63944	49204	47408	60102	26.8%	-16.36%	-23.05%	40.4%	42.9%	22.4%	14.6%	4.00
Assoc. Prof. - 9	41904	44752	40201	40252	54348	35.0%	-4.06%	-10.17%	20.1%	23.9%	10.9%	-2.3%	11.00
Asst. Prof - 9	34896	36128	36234	30000	39312	31.0%	3.83%	0.29%					3.00
PUBLIC AFFAIRS													
Professor - 9	57000	55616	58445	53530	72000	34.5%	2.54%	5.09%	37.1%	11.0%	58.2%		9.80
Assoc. Prof. - 9	41562	50120	36955				-11.08%	-26.27%					1.90
Professor - 12	71607	79680	87500				22.19%	9.81%					1.00
BIOLOGICAL SCIENCES													
Professor - 9	58827	59598	54456	46230	81197	79.0%	7.00%	-11.00%	40.0%	41.0%	31.0%	6.1%	7.73
Assoc. Prof. - 9	39092	42052	39043	43379	49065	13.0%	3.00%	-4.00%	18.0%	20.0%	17.0%	-7.2%	4.25
Asst. Prof - 9	36780	35423	34896	36172	40277	11.3%	-5.12%	-1.49%					3.67
MANAGEMENT													
Professor - 9	75486	75034	72430	67860	100002	49.0%	-4.0%	-3.0%	34.0%	32.0%	25.0%	9.3%	5.36
Assoc. Prof. - 9	56264	56837	58459	49000	74140	60.0%	4.0%	3.0%	17.0%	19.0%	10.0%	25.0%	8.18
Asst. Prof - 9	48806	48601	53528	55950	61226	12.0%	11.0%	12.0%					3.90
INST OF TECHNOLOGY													
ENGINEERING													
Professor - 9	71039	72738	71871	53240	102221	98.0%	1.0%	-1.0%	34.0%	31.0%	37.0%	19.8%	14.48
Assoc. Prof. - 9	53090	55561	52570	44169	63791	46.0%	-1.0%	-5.0%	15.0%	17.0%	14.0%	21.8%	6.83

Faculty Pay Study

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Asst. Prof - 9	46056	47344	46118	46397	53795	16.0%	0.0%	-3.0%					7.92
MATH & PHY SCI													
Professor - 9	62534	60979	58985	43206	105564	144.0%	-6.0%	-3.0%	47.0%	35.0%	40.0%	13.3%	27.36
Assoc. Prof. - 9	42694	45289	42596	42781	48949	16.0%	-0.2%	-6.0%	17.0%	25.0%	12.0%	2.7%	6.6
Asst. Prof - 9	36417	36365	38435	37833	43950	17.0%	6.0%	6.0%					2.8
EDUCATION													
Professor - 9	49529	52405	55056	49162	70846	44.0%	12.0%	6.0%	23.0%	26.0%	36.0%	0.9%	9.87
Assoc. Prof. - 9	40378	41712	40456	38691	49613	28.0%	1.0%	-2.0%	22.0%	21.0%	24.0%	-1.3%	5.61
Asst. Prof - 9	33542	34034	32866	31908	38202	20.0%	-2.0%	-3.0%					3.40
Professor - 12	67535	70486	74921	58641	86862	52.0%	12.0%	10.0%	27.0%	43.0%	58.0%	-13.6%	2.30
Assoc. Prof. - 12	59439	50974	47389	47000	50674	8.0%	-20.0%	-7.0%					0.60
AGRICULTURE													
Professor - 9	61519	61540	53433				-13.14%	-13.17%	45.8%	46.4%	60.1%		2.44
Assoc. Prof. - 9	42184	42027	33368				-20.90%	-20.60%	27.6%	24.9%	-4.3%		4.10
Asst. Prof - 9	33060	33642	34853				5.42%	3.60%					2.23
Professor - 12	67297	67079	62206	52714	89771	70.3%	-7.56%	-7.26%	32.8%	36.3%	21.4%	3.3%	4.25
Assoc. Prof. - 12	50692	49210	51250	44396	54460	22.7%	1.10%	4.15%	31.9%	42.4%	32.7%	-17.7%	1.30
Asst. Prof - 12	38443	34569	38611	33445	36542	9.3%	0.44%	11.69%					1.46
FORESTRY													
Professor - 9	56385	55821	54208	52507	67692	0.300	-0.040	-0.030	0.360	0.490	0.290	-9.2%	2.13
Assoc. Prof. - 9	41119	41298	41688	40135	47700	0.220	0.020	0.020	0.240	0.250	0.180	-6.2%	4.80
Asst. Prof - 9	33890	35627	33015	36407	37629	0.030	-0.030	-0.070					2.10
Professor - 12	66606	63985	62541	57585	81306	0.440	-0.060	-0.020	0.330	0.320	0.400	0.8%	1.67
Assoc. Prof. - 12	46881	44681	44536	50580	58060	0.150	-0.050	0.020	0.190	0.210	0.240	-2.8%	1.59
Asst. Prof - 12	40939	41272	40457	41820	49188	0.180	-0.010	-0.020					1.25
SOCIAL WORK													
Professor - 9	57797	55468	55416	47565	61941	30.2%	-4.12%	-0.09%	28.3%	22.3%	26.9%	15.6%	1.00
Assoc. Prof. - 9	45057	45353	43677	40929	54986	34.3%	-3.06%	-3.70%	31.1%	38.5%	29.5%	-1.6%	3.50
Asst. Prof - 9	34364	32750	33735	37278	40280	8.1%	-1.83%	3.01%					4.00
Professor - 12	69870	60766	65655	60380	81019	34.2%	-6.03%	8.05%					2.30
HUMAN ECOLOGY													
Professor - 9	56055	56660	53366	60685	70095	38.7%	-4.7%	-3.8%	36.3%	24.5%	28.7%	-5.7%	2.95

Faculty Pay Study

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Assoc. Prof. - 9	41119	41298	41688	40135	47700	21.6%	1.6%	2.1%	11.9%	12.5%	9.0%	5.0%	4.80
Asst. Prof - 9	33890	35627	33015	36407	37629	3.4%	-2.6%	-7.3%					1.05
Professor - 12	ERR	63523	58715	26846	39409	23.4%	-15.1%	-7.6%	18.3%	18.4%	27.1%		ERR
Assoc. Prof. - 12	49613	48401	40218				-18.9%	-16.9%					0.10
Asst. Prof - 12	40612	30530	38115				-6.15%	24.84%					0.50
VETERINARY MEDICINE													
Professor - 12	76389	74315	68012	57417	93530	62.9%	-10.97%	-8.48%	29.1%	27.8%	22.6%	52.2%	32.80
Assoc. Prof. - 12	59183	58129	55454	43556	87369	100.6%	-6.30%	-4.60%	22.1%	17.9%	6.7%	37.2%	22.20
Asst. Prof - 12	48465	49290	51959	49868	59738	19.8%	7.21%	5.41%					12.90
NURSING													
Professor - 9	56724	55626	53581	41565	71305	71.6%	-5.54%	-3.68%	31.7%	34.0%	8.4%	48.6%	4.00
Assoc. Prof. - 9	43085	41503	49417	48284	61753	27.9%	14.70%	19.07%	23.2%	15.7%	60.2%	-18.3%	5.00
Asst. Prof - 9	34964	35857	30838	33808	39448	16.7%	-11.80%	-14.00%	32.9%	14.4%	9.4%	-0.1%	6.00
Instructor - 9	26307	31352	28195	31430	33788	7.5%	7.18%	-10.07%					7.00
Professor - 12	65388	64612	59083	61131	68428	11.9%	-9.64%	-8.56%	26.4%	17.1%	10.0%	7.4%	2.00
Assoc. Prof. - 12	51740	55190	53721	56605	65641	16.0%	3.83%	-2.66%	18.1%	30.6%	45.4%	-12.5%	5.00
Asst. Prof - 12	43800	42248	36946	32749	49507	51.2%	-15.65%	-12.55%	24.5%	17.0%	-8.4%	34.6%	6.50
Instructor - 12	35187	36103	40333	44053	44080	0.1%	14.62%	11.72%					1.70
PUBLIC HEALTH													
Professor - 9	69122		58068				-15.99%		39.1%		31.3%		1.00
Assoc. Prof. - 9	49699		44233				-11.00%		15.3%		33.0%		1.00
Asst. Prof - 9	43120		33266	33743	40183	19.1%	-22.85%						2.00
Professor - 12	82361	67572	78226	55000	122704	123.1%	-5.02%	15.77%	41.7%	4.4%	25.1%	67.4%	12.20
Assoc. Prof. - 12	58123	64722	62531	48324	92070	90.5%	7.58%	-3.39%	22.0%		36.3%	18.0%	14.10
Asst. Prof - 12	47635		45861	44218	57000	28.9%	-3.72%						9.70
DENTISTRY													
Professor - 12	83659	76964	75429	61476	104224	69.5%	-9.84%	-1.99%	27.6%	34.4%	35.0%	19.8%	28.40
Assoc. Prof. - 12	65580	57267	55893	47340	73637	55.5%	-14.77%	-2.40%	27.6%	17.9%	18.8%	26.6%	24.20
Asst. Prof - 12	51395	48585	47056	35889	59920	67.0%	-8.44%	-3.15%					18.70
PHARMACY													
Professor - 9	69500	69500	86131	85142	98320	15.5%	23.93%	23.93%					2.00
Professor - 12	75869	77434	66745	57525	88912	54.6%	-12.03%	-13.80%	35.6%	31.7%	26.4%	34.3%	8.80

Faculty Pay Study

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French & Italian													
Professor - 9	55452	53519	45876	37002	63600	71.9%	-17.27%	-14.28%	42.6%	44.7%	18.7%	46.1%	6.00
Assoc. Prof. - 9	38885	36974	38634	35747	54075	51.3%	-0.65%	4.49%					7.00
Spanish & Port.													
Professor - 9	58560	51125	58685	51000	83800	64.3%	0.21%	14.79%	49.7%	32.1%	81.9%	-12.8%	6.00
Assoc. Prof. - 9	39114	38703	32255	30831	44460	44.2%	-17.54%	-16.66%	22.2%	21.2%	-3.9%	11.8%	4.00
Asst. Prof - 9	32014	31930	33550	33075	34471	4.2%	4.80%	5.07%					2.00
Communication Dis.													
Professor - 9	53779	53999	65525	50857	93334	83.5%	21.84%	21.34%	32.3%	29.2%	40.5%		5.00
Assoc. Prof. - 9	40646	41804	46635				14.73%	11.56%					1.00
Professor - 12	69657	69176	65588	56591	61919	9.4%	-5.84%	-5.19%	45.0%	31.4%	56.2%		1.70
Assoc. Prof - 12	48024	52645	42000				-12.54%	-20.22%					1.00
Speech-Communication													
Professor - 9			60554	45840	75800	65.4%					47.7%	5.0%	8.00
Assoc. Prof. - 9			41001	36390	48150	32.3%					32.6%	-15.0%	2.90
Asst. Prof - 9			30920	30920	30920								1.00
English													
Professor - 9	55662	52224	48125	33610	96000	185.6%	-13.54%	-7.85%	44.0%	40.7%	34.2%	64.1%	24.80
Assoc. Prof. - 9	38661	37122	35848	29480	55150	87.1%	-7.28%	-3.43%	27.7%	23.4%	22.7%	19.9%	9.80
Asst. Prof - 9	30278	30079	29224	25090	35335	40.8%	-3.48%	-2.84%					5.00
Classical Studies													
Professor - 9	58775	56842	45071	40478	54885	35.6%	-23.32%	-20.71%	47.0%	48.5%	30.3%	9.9%	6.50
Assoc. Prof. - 9	39988	38267	34594	28800	44500	54.5%	-13.49%	-9.60%	30.8%	21.3%	18.3%	7.2%	5.00
Asst. Prof - 9	30568	31543	29233	30564	30885	1.1%	-4.37%	-7.32%					3.00
Comparative Lit.													
Professor - 9	61399	52799	40253	40500	61663	52.3%	-34.44%	-23.76%					1.10
Asst. Prof - 9	29471	28910	32000	32577	36751	12.8%	8.58%	10.69%					1.00
Linguistics													
Professor - 9	57669	51819	44637	46018	47821	3.9%	-22.60%	-13.86%	39.3%	36.0%	21.6%	-5.2%	2.00
Assoc. Prof. - 9	41413	38092	36696	34607	43638	26.1%	-11.39%	-3.66%					9.00
Statistics													
Professor - 9	66260	63744	72076	55750	85650	53.6%	8.78%	13.07%	47.8%	44.2%	75.1%	-4.9%	7.00
Assoc. Prof. - 9	44845	44192	41167	40328	53000	31.4%	-8.20%	-6.85%	23.0%	16.1%	15.2%		3.00
Asst. Prof - 9	36458	38070	35750				-1.94%	-6.09%					2.00
Professor - 12	74567	82199	70670	61735	100468	62.7%	-5.23%	-14.03%	28.3%	46.5%	36.7%		3.10
Assoc. Prof - 12	58117	56107	51695				-11.05%	-7.86%					0.70
Humanities													

Faculty Pay Study

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Professor - 9	54001	50552	49158	44639	60926	36.5%	-8.97%	-2.76%	45.5%	42.7%	9.8%		
Assoc. Prof. - 9	37120	35413	44777				20.63%	26.44%	18.1%	14.4%	48.1%		
Asst. Prof - 9	31430	30964	30238	29287	37412	27.7%	-3.79%	-2.34%					
Women's Studies													
Professor - 9	59337	60640	49445				-16.67%	-18.46%	49.5%	57.6%	48.9%		0.10
Assoc. Prof. - 9	39701	38469	33210	35096	42733	21.8%	-16.35%	-13.67%					3.00
Philosophy													
Professor - 9	59905	54084	53265	41656	75280	80.7%	-11.08%	-1.51%	55.5%	42.2%	27.7%	9.1%	11.00
Assoc. Prof. - 9	38516	38047	41705	39726	45458	14.4%	8.28%	9.61%	20.3%	22.3%	22.3%		4.00
Asst. Prof - 9	32012	31110	34095				6.51%	9.59%					1.00
Psychology													
Professor - 9	60619	60112	61967	44425	96985	118.3%	2.22%	3.09%	42.5%	39.0%	60.0%	22.6%	19.70
Assoc. Prof. - 9	42538	43253	38721	36371	54471	49.8%	-8.97%	-10.48%	27.2%	29.4%	16.2%	19.6%	5.00
Asst. Prof - 9	33450	33423	33320	33994	43511	28.0%	-0.39%	-0.31%					2.00
Professor - 12	77971	83503	59364				-23.86%	-28.91%					0.20
Music													
Professor - 9	50512	51466	48105	35054	83000	136.8%	-4.77%	-6.53%	35.2%	35.0%	42.2%	15.5%	14.70
Assoc. Prof. - 9	37370	38137	33832	27840	40500	45.5%	-9.47%	-11.29%	22.9%	21.8%	4.4%	21.4%	11.90
Asst. Prof - 9	30413	31310	32400	25400	33800	33.1%	6.53%	3.48%					1.00
Professor - 12	64090	61491	53156				-17.06%	-13.55%	42.9%	41.3%	32.9%		1.00
Assoc. Prof - 12	44852	43528	40000				-10.82%	-8.11%					1.00
Art History													
Professor - 9	55444	52840	47522	37325	63577	70.3%	-14.29%	-10.06%	41.3%	35.7%	40.9%	10.0%	5.00
Assoc. Prof. - 9	39249	38932	33725	31500	41040	30.3%	-14.07%	-13.37%					4.00
Theatre Arts													
Professor - 9	53344	49020	46302	44830	52497	17.1%	-13.20%	-5.54%	38.9%	27.2%	24.6%	13.3%	6.00
Assoc. Prof. - 9	38406	38531	37157	34997	50785	45.1%	-3.25%	-3.57%	28.8%	28.2%	26.0%	-6.1%	7.00
Asst. Prof - 9	29821	30051	29500	30447	32850	7.9%	-1.08%	-1.83%					3.00
Studio Arts													
Professor - 9	48907	47658	41550	39085	52012	33.1%	-15.04%	-12.82%	36.8%	34.3%	25.3%	5.5%	4.00
Assoc. Prof. - 9	35738	35474	33150	28645	41250	44.0%	-7.24%	-6.55%	18.0%	17.3%	5.2%		14.00
Asst. Prof - 9	30279	30244	31500				4.03%	4.15%					1.00
Anthropology													
Professor - 9	57246	54050	48279	36337	64000	76.1%	-15.66%	-10.68%	47.6%	44.9%	22.0%	25.7%	5.00
Assoc. Prof. - 9	38791	37304	39571	34700	45679	31.6%	2.01%	6.08%	21.2%	18.6%	7.2%	0.6%	5.00
Asst. Prof - 9	32011	31443	36905	33400	34900	4.5%	15.29%	17.37%					2.00
Economics													

Faculty Pay Study

Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Professor - 9	70195	83551	81544	57875	106750	84.4%	16.17%	18.95%	45.3%	36.7%	58.4%		11.60
Assoc. Prof. - 9	48320	50165	51467				6.51%	2.60%	20.9%	23.5%	22.1%		3.00
Asst. Prof - 9	39951	40629	42167	43000	47650	10.8%	5.55%	3.79%					6.00
Geography													
Professor - 9	59188	59568	56386	43725	85248	95.0%	-4.73%	-5.34%	40.6%	44.0%	66.1%	11.4%	3.00
Assoc. Prof. - 9	42099	41365	33956	33950	48706	43.5%	-19.34%	-17.91%	26.2%	28.5%	22.5%		3.50
Asst. Prof - 9	33352	32184	27720				-16.89%	-13.87%					3.00
History													
Professor - 9	59397	55253	53740	36730	94350	156.9%	-9.52%	-2.74%	47.8%	43.3%	45.5%	17.8%	30.60
Assoc. Prof. - 9	40196	38551	36923	32640	43286	32.6%	-8.14%	-4.22%	27.0%	22.0%	15.3%	20.1%	8.00
Asst. Prof - 9	31658	31607	32025	34557	39206	13.5%	1.16%	1.32%					3.00
International Stud.													
Professor - 9	67230	67230	46585	49829	56834	14.1%	-30.71%	-30.71%					1.10
Political Science													
Professor - 9	62251	60918	65314	52500	83390	58.8%	4.92%	7.22%	52.0%	54.1%	53.6%	1.6%	11.00
Assoc. Prof. - 9	40968	39532	42514	38560	53356	38.4%	3.77%	7.54%	31.7%	44.9%	28.4%	1.9%	6.00
Asst. Prof - 9	31114	27284	33100	36100	39306	8.9%	6.38%	21.32%					1.00
Sociology													
Professor - 9	59955	58224	58071	41646	85278	104.8%	-3.14%	-0.26%	47.3%	45.4%	52.9%	9.0%	14.20
Assoc. Prof. - 9	40690	40057	37969	31864	45382	42.4%	-6.69%	-5.21%	21.7%	18.6%	22.1%	23.9%	5.00
Asst. Prof - 9	33429	33764	31104	32165	39465	22.7%	-6.96%	-7.88%					1.00
TOTAL CLA													
Professor - 9	56478	54509	52839	43625	72435	68.0%	-6.6%	-3.6%	41.9%	39.0%	41.2%	8.1%	7.04
Assoc. Prof. - 9	39830	39093	38620	35000	47178	36.0%	-3.0%	-1.4%	24.0%	23.0%	21.1%	2.2%	5.01
Asst. Prof - 9	32370	32385	32030	31513	35782	15.0%	-0.9%	-0.6%					2.27
LAW													
Professor - 9	86038	88015	83990	59000	112000	89.8%	-2.38%	-4.57%	44.4%	39.7%	56.5%	30.7%	25.60
Assoc. Prof. - 9	59578	63005	53667	62454	77142	23.5%	-9.92%	-14.82%					4.50
Professor - 12	91158	85598	72500	77000	106656	38.5%	-20.47%	-15.30%					0.40
ARCH & LAND. ARCH.													
Professor - 9	58830	63944	49204	47408	60102	26.8%	-16.36%	-23.05%	40.4%	42.9%	22.4%	14.6%	4.00
Assoc. Prof. - 9	41904	44752	40201	40252	54348	35.0%	-4.06%	-10.17%	20.1%	23.9%	10.9%	-2.3%	11.00
Asst. Prof - 9	34896	36128	36234	30000	39312	31.0%	3.83%	0.29%					3.00

PUBLIC AFFAIRS

Faculty Pay Study

Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Professor - 9	57000	55616	58445	53530	72000	34.5%	2.54%	5.09%	37.1%	11.0%	58.2%		9.80
Assoc. Prof. - 9	41562	50120	36955				-11.08%	-26.27%					1.90
Professor - 12	71607	79680	87500				22.19%	9.81%					1.00
BIOLOGICAL SCIENCES													
Biochemistry, Other													
Professor - 9	64473	66132	59228	49033	96800	97.4%	-8.14%	-10.44%	39.5%	47.5%	47.7%		6.50
Assoc. Prof. - 9	46219	44840	40100	44386	45170	1.8%	-13.24%	-10.57%	30.5%	23.1%	12.4%		1.00
Asst. Prof - 9	35429	36415	35685	33506	42183	25.9%	0.72%	-2.00%					4.00
Professor - 12	72409	71182	75984	59874	107553	79.6%	4.94%	6.75%					2.00
Botany													
Professor - 9	56380	54779	50805	45635	66866	46.5%	-9.89%	-7.25%	38.3%	39.0%	22.6%	3.9%	4.00
Assoc. Prof. - 9	40758	39408	41450	43678	47422	8.6%	1.70%	5.18%	15.2%	17.2%	13.4%	-6.6%	5.00
Asst. Prof - 9	35374	33613	36546	39809	40789	2.5%	3.31%	8.73%					4.00
Professor - 12	64833	67386	90236	63837	95810	50.1%	39.18%	33.91%					1.00
Ecol., Evol., & Beh.													
Professor - 9	53778	51973	55772	39177	94276	140.6%	3.71%	7.31%	34.9%	27.8%	42.5%	42.9%	9.40
Assoc. Prof. - 9	39873	40665	39127	42202	56000	32.7%	-1.87%	-3.78%				84.4%	5.00
Professor - 12	64932		58225	52718	77806	47.6%	-10.33%						4.00
Genetics & Cell Bio.													
Professor - 9	63465	65507	44770	51073	66844	30.9%	-29.46%	-31.66%	48.3%	51.3%	10.2%	-6.7%	11.00
Assoc. Prof. - 9	42783	43296	40618	43249	47668	10.2%	-5.06%	-6.19%	8.2%	19.5%	25.1%	-12.5%	6.00
Asst. Prof - 9	39538	36240	32458	35200	37858	7.6%	-17.91%	-10.44%					3.00
Professor - 12	81356	87576	71473	69214	90000	30.0%	-12.15%	-18.39%					1.90
Freshwater Biology													
Professor - 9	56038		61706				10.11%						
Asst. Prof - 9	25825		33921				31.35%						
Professor - 12	64612		100249	92203	134633	46.0%	55.16%						
TOTAL BIOL. SCIENCES													
Professor - 9	58827	59598	54456	46230	81197	79.0%	7.00%	-11.00%	40.0%	41.0%	31.0%	6.1%	7.73
Assoc. Prof. - 9	39092	42052	39043	43379	49065	13.0%	3.00%	-4.00%	18.0%	20.0%	17.0%	-7.2%	4.25
Asst. Prof - 9	36780	35423	34896	36172	40277	11.3%	-5.12%	-1.49%					3.67
MANAGEMENT													
Accounting													
Professor - 9	81695	82469	71423	72500	96500	33.1%	-12.57%	-13.39%	32.8%	31.4%	4.4%	11.7%	3.30
Assoc. Prof. - 9	61505	62764	68437	61250	81000	32.2%	11.27%	9.04%	12.7%	10.7%	18.2%	11.8%	6.00

Faculty Pay Study

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Asst. Prof - 9	54576	56695	57906	57750	68500	18.6%	6.10%	2.14%					2.50
Finance & Insurance													
Professor - 9	76630	74709	68504	76000	98333	29.4%	-10.60%	-8.31%	29.4%	27.3%	16.5%	18.4%	3.20
Assoc. Prof. - 9	59214	58667	58800	46250	90000	94.6%	-0.70%	0.23%	11.9%	14.0%	-4.2%	47.0%	4.00
Asst. Prof - 9	52895	51471	61380	64000	68000	6.3%	16.04%	19.25%					5.00
Management Sciences													
Professor - 9	75590	69322	82090	65500	122222	86.6%	8.60%	18.42%	33.9%	26.4%	53.5%	9.8%	9.60
Assoc. Prof. - 9	56455	54861	53467	32500	71898	121.2%	-5.29%	-2.54%	8.6%	15.3%	9.0%	81.9%	22.00
Asst. Prof - 9	51987	47595	49044	50000	59131	18.3%	-5.66%	3.04%					8.00
Industrial Relations													
Professor - 9	68249	71743	72207	65800	83455	26.8%	5.80%	0.65%	37.0%	30.3%	24.9%	-8.1%	4.80
Assoc. Prof. - 9	49828	55078	57814	60500	60500	0.0%	16.03%	4.97%	37.5%	50.4%	14.6%	-5.0%	2.90
Asst. Prof - 9	36249	36621	50445	55000	57500	4.5%	39.16%	37.75%					2.00
Professor - 12	62952	62952	62050				-1.43%	-1.43%					0.20
Marketing													
Professor - 9	75268	76929	67924	59500	99500	67.2%	-9.76%	-11.71%	38.6%	45.7%	26.3%	13.1%	5.90
Assoc. Prof. - 9	54318	52815	53776	44500	67304	51.2%	-1.00%	1.82%	12.4%	4.3%	10.1%	19.1%	6.00
Asst. Prof - 9	48324	50625	48863	53000	53000		1.12%	-3.48%					2.00
TOTAL MANAGEMENT													
Professor - 9	75486	75034	72430	67860	100002	49.0%	-4.0%	-3.0%	34.0%	32.0%	25.0%	9.3%	5.36
Assoc. Prof. - 9	56264	56837	58459	49000	74140	60.0%	4.0%	3.0%	17.0%	19.0%	10.0%	25.0%	8.18
Asst. Prof - 9	48806	48601	53528	55950	61226	12.0%	11.0%	12.0%					3.90
INST OF TECHNOLOGY													
ENGINEERING													
Aerospace Engineer.													
Professor - 9	68401	75417	71674	55111	97000	76.0%	4.79%	-4.96%	30.6%	32.9%	33.6%	16.1%	8.60
Assoc. Prof. - 9	52384	56726	53647	50442	64000	26.9%	2.41%	-5.43%	16.4%	19.9%	23.3%	-1.9%	3.00
Asst. Prof - 9	45022	47327	43500	45500	49500	8.8%	-3.38%	-8.09%					5.00
Chemical Engineering													
Professor - 9	73421	74226	81151	65900	120700	83.2%	10.53%	9.33%	40.1%	34.2%	50.3%	0.6%	16.80
Assoc. Prof. - 9	52389	55324	53985	47525	66325	39.6%	3.05%	-2.42%	10.3%	14.6%	11.9%	24.8%	5.00
Asst. Prof - 9	47501	48255	48225	52081	59321	13.9%	1.52%	-0.06%					6.00
Civil Engineering													
Professor - 9	65908	65267	61935	49129	92128	87.5%	-6.03%	-5.11%	29.5%	22.8%	36.2%	7.3%	15.80
Assoc. Prof. - 9	50885	53147	45467	42109	52718	25.2%	-10.65%	-14.45%	15.1%	16.9%	5.6%	14.0%	6.00
Asst. Prof - 9	44205	45448	43056	42000	48000	14.3%	-2.60%	-5.26%					4.50

Faculty Pay Study

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Electrical Engin.													
Professor - 9	74265	75823	66606	52000	89100	71.3%	-10.31%	-12.16%	37.2%	34.7%	26.9%	21.5%	21.00
Assoc. Prof. - 9	54123	56274	52506	35138	63200	79.9%	-2.99%	-6.70%	13.8%	15.5%	8.3%	74.0%	10.00
Asst. Prof - 9	47564	48719	48485	45000	61125	35.8%	1.94%	-0.48%					10.00
Mechanical Engin.													
Professor - 9	70658	72466	74383	39800	124500	212.8%	5.27%	2.65%	30.9%	28.6%	35.5%	72.1%	18.70
Assoc. Prof. - 9	53981	56352	54914	43600	68500	57.1%	1.73%	-2.55%	17.8%	19.3%	18.2%	16.1%	9.00
Asst. Prof - 9	45828	47236	46439	45100	50600	12.2%	1.33%	-1.69%					9.00
Computer Science													
Professor - 9	73580	73226	75479	57500	89900	56.3%	2.58%	3.08%	34.3%	31.8%	37.5%	18.3%	6.00
Assoc. Prof. - 9	54775	55545	54899	46200	68000	47.2%	0.23%	-1.16%	18.5%	18.0%	16.8%	17.4%	8.00
Asst. Prof - 9	46215	47079	47001	48700	54223	11.3%	1.70%	-0.17%					13.00
TOTAL ENGINEERING													
Professor - 9	71039	72738	71871	53240	102221	98.0%	1.0%	-1.0%	34.0%	31.0%	37.0%	19.8%	14.48
Assoc. Prof. - 9	53090	55561	52570	44169	63791	46.0%	-1.0%	-5.0%	15.0%	17.0%	14.0%	21.8%	6.83
Asst. Prof - 9	46056	47344	46118	46397	53795	16.0%	0.0%	-3.0%					7.92
MATH & PHY SCI													
Mathematics													
Professor - 9	62354	60917	62428	42400	123420	191.1%	0.12%	2.48%	46.0%	42.2%	60.3%	13.9%	56.60
Assoc. Prof. - 9	42716	42849	38935	34600	48300	39.6%	-8.85%	-9.13%	21.8%	22.9%	-11.5%	36.1%	17.00
Asst. Prof - 9	35069	34873	44000	35000	47100	34.6%	25.47%	26.17%					1.00
Asso. Prof. - 12	55991	55288	43500				-22.31%	-21.32%					1.00
Astronomy													
Professor - 9	61780	60186	59718	42356	98400	132.3%	-3.34%	-0.78%	50.4%	21.3%	51.7%		7.90
Assoc. Prof. - 9	41064	49617	39378				-4.11%	-20.64%	13.9%	44.5%	7.9%		2.00
Asst. Prof - 9	36063	34340	36500				1.21%	6.29%					1.00
Geology & Geophysics													
Professor - 9	58449	55971	53289	41600	74500	79.1%	-8.83%	-4.79%	36.8%	27.1%	30.3%	10.3%	13.00
Assoc. Prof. - 9	42724	44044	40900	39300	45900	16.8%	-4.27%	-7.14%	22.3%	26.6%	18.4%		2.00
Asst. Prof - 9	34938	34781	34550				-1.11%	-0.66%					4.00
Professor - 12	69466	73614	60992				-12.20%	-17.15%					0.20
Chemistry													
Professor - 9	66689	63514	61617	45400	128000	181.9%	-7.61%	-2.99%	56.1%	43.1%	41.0%	9.7%	26.40
Assoc. Prof. - 9	42718	44385	43686	48224	49799	3.3%	2.27%	-1.57%	17.5%	23.1%	26.8%	-22.2%	7.00
Asst. Prof - 9	36356	36044	34458	35000	37500	7.1%	-5.22%	-4.40%					5.00
Physics													

Faculty Pay Study

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Professor - 9	63396	64305	57875	44275	103500	133.8%	-8.71%	-10.00%	43.3%	41.2%	15.6%	17.0%	32.90
Assoc. Prof. - 9	44247	45548	50080	49000	51795	5.7%	13.18%	9.95%	11.6%	9.0%	17.4%	-3.6%	5.00
Asst. Prof - 9	39660	41786	42667	43500	47250	8.6%	7.58%	2.11%					3.00
TOTAL MATH & PHY SCI													
Professor - 9	62534	60979	58985	43206	105564	144.0%	-6.0%	-3.0%	47.0%	35.0%	40.0%	13.3%	27.36
Assoc. Prof. - 9	42694	45289	42596	42781	48949	16.0%	-0.2%	-6.0%	17.0%	25.0%	12.0%	2.7%	6.6
Asst. Prof - 9	36417	36365	38435	37833	43950	17.0%	6.0%	6.0%					2.8
EDUCATION													
Curriculum & Inst.													
Professor - 9	51951	51768	49947	45600	64685	41.9%	-3.86%	-3.52%	30.2%	35.2%	24.4%	1.8%	20.00
Assoc. Prof. - 9	39894	38277	40142	40150	46400	15.6%	0.62%	4.87%	23.9%	16.6%	31.0%	-11.6%	9.00
Asst. Prof - 9	32199	32841	30640	29000	35498	22.4%	-4.84%	-6.70%					5.00
Professor - 12	75204	73046	74777	51832	103585	99.8%	-0.57%	2.37%	26.5%	43.3%	57.8%	-2.2%	2.00
Assoc. Prof. - 12	59439	50974	47389	47000	50674	7.8%	-20.27%	-7.03%					0.60
Educ. Pol. & Adm.													
Professor - 9	58211	59957	53855	44930	74980	66.9%	-7.48%	-10.18%	28.4%	33.6%	29.7%	14.6%	10.00
Assoc. Prof. - 9	45322	44893	41538	37690	51500	36.6%	-8.35%	-7.47%					4.00
Professor - 12	70832	68029	73015				3.08%	7.33%					1.00
Child Development													
Professor - 9	51919	53568	68110	57765	101000	74.8%	31.19%	27.15%	25.0%	25.6%	59.5%		9.60
Assoc. Prof. - 9	41528	42657	42700				2.82%	0.10%	26.1%	27.7%	19.9%		2.00
Asst. Prof - 9	32941	33417	35625	37500	41947	11.9%	8.15%	6.61%					2.00
Educational Psych.													
Professor - 9	46298	48924	53861	44930	74100	64.9%	16.34%	10.09%	17.9%	19.3%	36.1%	11.5%	21.50
Assoc. Prof. - 9	39282	41010	39570	37800	50093	32.5%	0.73%	-3.51%	25.4%	25.0%	21.0%	0.2%	10.00
Asst. Prof - 9	31313	32806	32700	33300	37869	13.7%	4.43%	-0.32%					4.00
Professor - 12	70683	70383	85245	67922	77000	13.4%	20.60%	21.12%					1.10
Music Education													
Professor - 9	39481		53464	47490	59000	24.2%	35.42%		17.1%		39.2%	-6.7%	1.20
Assoc. Prof. - 9	33708		38400	38220	44300	15.9%	13.92%						3.00
Physical Education													
Professor - 9	50803	52172	46976	49247	50000	1.5%	-7.53%	-9.96%	28.3%	30.1%	13.6%	13.7%	2.00
Assoc. Prof. - 9	39588	40111	41344	40355	56000	38.8%	4.44%	3.07%	23.3%	25.5%	33.8%	-3.7%	7.00
Asst. Prof - 9	32117	31967	30900	30168	38875	28.9%	-3.79%	-3.34%					4.00
Vocational Education													
Professor - 9	48039	48039	59182	54170	72160	33.2%	23.20%	23.20%	10.9%	10.9%	49.8%	-8.8%	4.80

Faculty Pay Study

Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Assoc. Prof. - 9	43326	43326	39495	37930	49384	30.2%	-8.84%	-8.84%	10.7%	10.7%	14.6%	-2.9%	4.30
Asst. Prof - 9	39141	39141	34465	29570	36820	24.5%	-11.95%	-11.95%					2.00
Professor - 12	53421		66645	56170	80000	42.4%	24.75%						5.10
TOTAL EDUCATION													
Professor - 9	49529	52405	55056	49162	70846	44.0%	12.0%	6.0%	23.0%	26.0%	36.0%	0.9%	9.87
Assoc. Prof. - 9	40378	41712	40456	38691	49613	28.0%	1.0%	-2.0%	22.0%	21.0%	24.0%	-1.3%	5.61
Asst. Prof - 9	33542	34034	32866	31908	38202	20.0%	-2.0%	-3.0%					3.40
Professor - 12	67535	70486	74921	58641	86862	52.0%	12.0%	10.0%	27.0%	43.0%	58.0%	-13.6%	2.30
Assoc. Prof. - 12	59439	50974	47389	47000	50674	8.0%	-20.0%	-7.0%					0.60
AGRICULTURE													
Agric. Economics													
Professor - 9	66820	62344	53550			ERR	-19.86%	-14.11%					0.40
Professor - 12	69942	69451	72059	53150	106450	100.3%	3.03%	3.76%	34.4%	35.2%	42.1%	21.1%	7.20
Assoc. Prof. - 12	52056	51362	50702	49950	64350	28.8%	-2.60%	-1.28%	16.8%	14.1%	11.0%	1.9%	2.50
Asst. Prof - 12	44568	45009	45657	46450	50900	9.6%	2.44%	1.44%					2.20
Animal Science													
Professor - 12	65741	64938	61435	52807	89000	68.5%	-6.55%	-5.39%	33.1%	40.3%	18.8%	8.8%	6.50
Assoc. Prof. - 12	49390	46281	51718	48537	57462	18.4%	4.71%	11.75%	17.3%	10.6%	27.2%	-8.9%	1.60
Asst. Prof - 12	42122	41829	40664	41342	44195	6.9%	-3.46%	-2.79%					1.10
Agronomy													
Professor - 12	66319	66775	64256	56810	83100	46.3%	-3.11%	-3.77%	33.7%	36.7%	28.7%	-4.2%	5.10
Assoc. Prof. - 12	49608	48853	49908	51137	54410	6.4%	0.60%	2.16%	16.0%	12.0%	15.1%	-3.9%	0.40
Asst. Prof - 12	42776	43606	43362	41770	49130	17.6%	1.37%	-0.56%					0.70
Horticulture													
Professor - 9	66006	66006	46699				-29.25%	-29.25%	47.2%	47.2%	63.6%		1.00
Assoc. Prof. - 9	44850	44850	28548				-36.35%	-36.35%					0.20
Professor - 12	64404	64225	55377	47319	94164	99.0%	-14.02%	-13.78%	26.4%	28.7%	1.0%	73.2%	4.30
Assoc. Prof. - 12	50957	49891	54845	48100	81933	70.3%	7.63%	9.93%	23.1%	21.5%	25.5%	-3.9%	1.40
Asst. Prof - 12	41410	41065	43700	40160	46230	15.1%	5.53%	6.42%					0.50
Soil Science													
Professor - 9	59138	59138	62844				6.27%	6.27%					0.30
Professor - 12	61855	59351	59478	51500	86000	67.0%	-3.84%	0.21%	36.1%	27.0%	12.3%	14.2%	3.80
Assoc. Prof. - 12	45445	46732	52944	57250	58800	2.7%	16.50%	13.29%	8.6%	4.2%	28.1%	-20.0%	1.30
Asst. Prof - 12	41849	44840	41327	42555	45793	7.6%	-1.25%	-7.83%					1.20
Agricultural Eng.													
Professor - 9	63411	63546	51580				-18.66%	-18.83%					0.50

Faculty Pay Study

Department & Rank	Mean	Big 10	U-MN	(90-91)	(90-91)	(90-91)	UM-Sur.	UM-B10	Surv.	Big 10	U-MN	Overlap	Number
			Mean	Low	High	Spread	Diff.	Diff.	Rank	Rank	Rank		MN Fac.
Professor - 12	68208	68444	67399	59441	89500	50.6%	-1.19%	-1.53%	25.4%	30.7%	26.2%		1.00
Assoc. Prof. - 12	54371	52374	53411	50545	61937	22.5%	-1.77%	1.98%	14.7%	8.7%	15.7%	0.7%	2.00
Asst. Prof - 12	47403	48194	46170	47193	50875	7.8%	-2.60%	-4.20%					1.20
Food Science													
Asst. Prof. - 9	35058	34953	38450				9.68%	10.00%					0.50
Professor - 12	68208	68444	67399	49243	102000	107.1%	-1.19%	-1.53%	25.4%	30.7%	26.2%	11.9%	6.50
Assoc. Prof. - 12	54371	52374	53411	46510	55122	18.5%	-1.77%	1.98%	14.7%	8.7%	15.7%	-2.0%	2.80
Asst. Prof - 12	47403	48194	46170	42500	45600	7.3%	-2.60%	-4.20%					3.20
Rhetoric													
Professor - 9	52220	56668	52492	38142	44996	18.0%	0.52%	-7.37%	32.1%	44.5%	37.5%	21.4%	10.00
Assoc. Prof. - 9	39518	39204	38188	35108	46309	31.9%	-3.37%	-2.59%	27.2%	21.3%	22.2%		8.00
Asst. Prof - 9	31061	32330	31255				0.62%	-3.33%					1.90
Professor - 12	74733	76207	52814	51658	69500	34.5%	-29.33%	-30.70%					2.70
Asst. Prof - 12	37232		38078				2.27%						0.50
Plant Pathology													
Professor - 12	66981	67326	59372	53335	91000	70.6%	-11.36%	-11.81%	34.0%	42.7%	27.7%		6.20
Assoc. Prof. - 12	50003	47187	46498				-7.01%	-1.46%					0.20
Entomology													
Professor - 12	66578	65633	62466	51876	87000	67.7%	-6.18%	-4.83%	33.1%	37.2%	30.6%	8.2%	2.10
Assoc. Prof. - 12	50028	47838	47816	47531	56129	18.1%	-4.42%	-0.05%	16.2%	10.7%	9.4%	-11.7%	1.20
Asst. Prof - 12	43070	43224	43701	41592	41952	0.9%	1.47%	1.10%					0.60
TOTAL AGRICULTURE													
Professor - 9	61519	61540	53433				-13.14%	-13.17%	45.8%	46.4%	60.1%		2.44
Assoc. Prof. - 9	42184	42027	33368				-20.90%	-20.60%	27.6%	24.9%	-4.3%		4.10
Asst. Prof - 9	33060	33642	34853				5.42%	3.60%					2.23
Professor - 12	67297	67079	62206	52714	89771	70.3%	-7.57%	-7.27%	32.8%	36.3%	21.4%	3.3%	4.25
Assoc. Prof. - 12	50692	49210	51250	44396	54460	22.7%	1.10%	4.15%	31.9%	42.4%	32.7%	-17.7%	1.30
Asst. Prof - 12	38443	34569	38611	33445	36542	9.3%	0.44%	11.69%					1.46
FORESTRY													
Forestry													
Professor - 9	57046	54982	55892	56352	63696	13.0%	-2.02%	1.66%					0.50
Professor - 12	63889	64389	62095	49513	84300	70.3%	-2.81%	-3.56%	33.3%	30.4%	22.3%	25.3%	3.40
Assoc. Prof. - 12	47920	49375	50792	51552	62024	20.3%	5.99%	2.87%	18.4%	21.5%	14.7%	-4.6%	3.86
Asst. Prof - 12	40460	40640	44290	41820	49188	17.6%	9.47%	8.98%					2.00
Fisheries & Wildlife													
Professor - 12	63989	64507	70638	69552	80800	16.2%	10.39%	9.50%	29.6%	27.9%	44.1%		1.20

Faculty Pay Study

Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Assoc. Prof. - 12	49380	50417	49020	49608	54096	9.0%	-0.73%	-2.77%	19.2%	20.3%	33.8%		1.30
Asst. Prof - 12	41418	41904	36624				-11.57%	-12.60%					0.50
TOTAL FORESTRY													
Professor - 9	56385	55821	54208	52507	67692	0.300	-0.040	-0.030	0.360	0.490	0.290	-9.2%	2.13
Assoc. Prof. - 9	41119	41298	41688	40135	47700	0.220	0.020	0.020	0.240	0.250	0.180	-6.2%	4.80
Asst. Prof - 9	33890	35627	33015	36407	37629	0.030	-0.030	-0.070					2.10
Professor - 12	66606	63985	62541	57585	81306	0.440	-0.060	-0.020	0.330	0.320	0.400	0.8%	1.67
Assoc. Prof. - 12	46881	44681	44536	50580	58060	0.150	-0.050	0.020	0.190	0.210	0.240	-2.8%	1.59
Asst. Prof - 12	40939	41272	40457	41820	49188	0.180	-0.010	-0.020					1.25
SOCIAL WORK													
Professor - 9	57797	55468	55416	47565	61941	30.2%	-4.12%	-0.09%	28.3%	22.3%	26.9%	15.6%	1.00
Assoc. Prof. - 9	45057	45353	43677	40929	54986	34.3%	-3.06%	-3.70%	31.1%	38.5%	29.5%	-1.6%	3.50
Asst. Prof - 9	34364	32750	33735	37278	40280	8.1%	-1.83%	3.01%					4.00
Professor - 12	69870	60766	65655	60380	81019	34.2%	-6.03%	8.05%					2.30
HUMAN ECOLOGY													
Design													
Professor - 9	58191		54373	49938	76313	52.8%	-6.56%		38.8%		39.6%	-3.9%	2.90
Assoc. Prof. - 9	41939	44549	38943	34239	48000	40.2%	-7.14%	-12.58%	23.8%	25.0%	18.0%	9.9%	6.90
Asst. Prof - 9	33890	35627	33015	36407	37629	3.4%	-2.58%	-7.33%					2.10
Professor - 12	70775	60874	55451				-21.65%	-8.91%					0.60
Asst. Prof - 12	40612	30530	38115				-6.15%	24.84%					1.00
Family Social Sci.													
Professor - 9	53919	56660	52358	51232	63877	24.7%	-2.90%	-7.59%	33.8%	48.9%	17.8%	-7.5%	3.00
Assoc. Prof. - 9	40298	38046	44433	46031	47399	3.0%	10.26%	16.79%					2.70
Professor - 12	67769	66171	61979	53691	78818	46.8%	-8.54%	-6.34%	36.6%	36.7%	54.1%		1.50
Assoc. Prof. - 12	49613	48401	40218				-18.94%	-16.91%					0.20
VETERINARY MEDICINE													
Professor - 12	76389	74315	68012	57417	93530	62.9%	-10.97%	-8.48%	29.1%	27.8%	22.6%	52.2%	32.80
Assoc. Prof. - 12	59183	58129	55454	43556	87369	100.6%	-6.30%	-4.60%	22.1%	17.9%	6.7%	37.2%	22.20
Asst. Prof - 12	48465	49290	51959	49868	59738	19.8%	7.21%	5.41%					12.90
NURSING													
Professor - 9	56724	55626	53581	41565	71305	71.6%	-5.54%	-3.68%	31.7%	34.0%	8.4%	48.6%	4.00
Assoc. Prof. - 9	43085	41503	49417	48284	61753	27.9%	14.70%	19.07%	23.2%	15.7%	60.2%	-18.3%	5.00

Faculty Pay Study

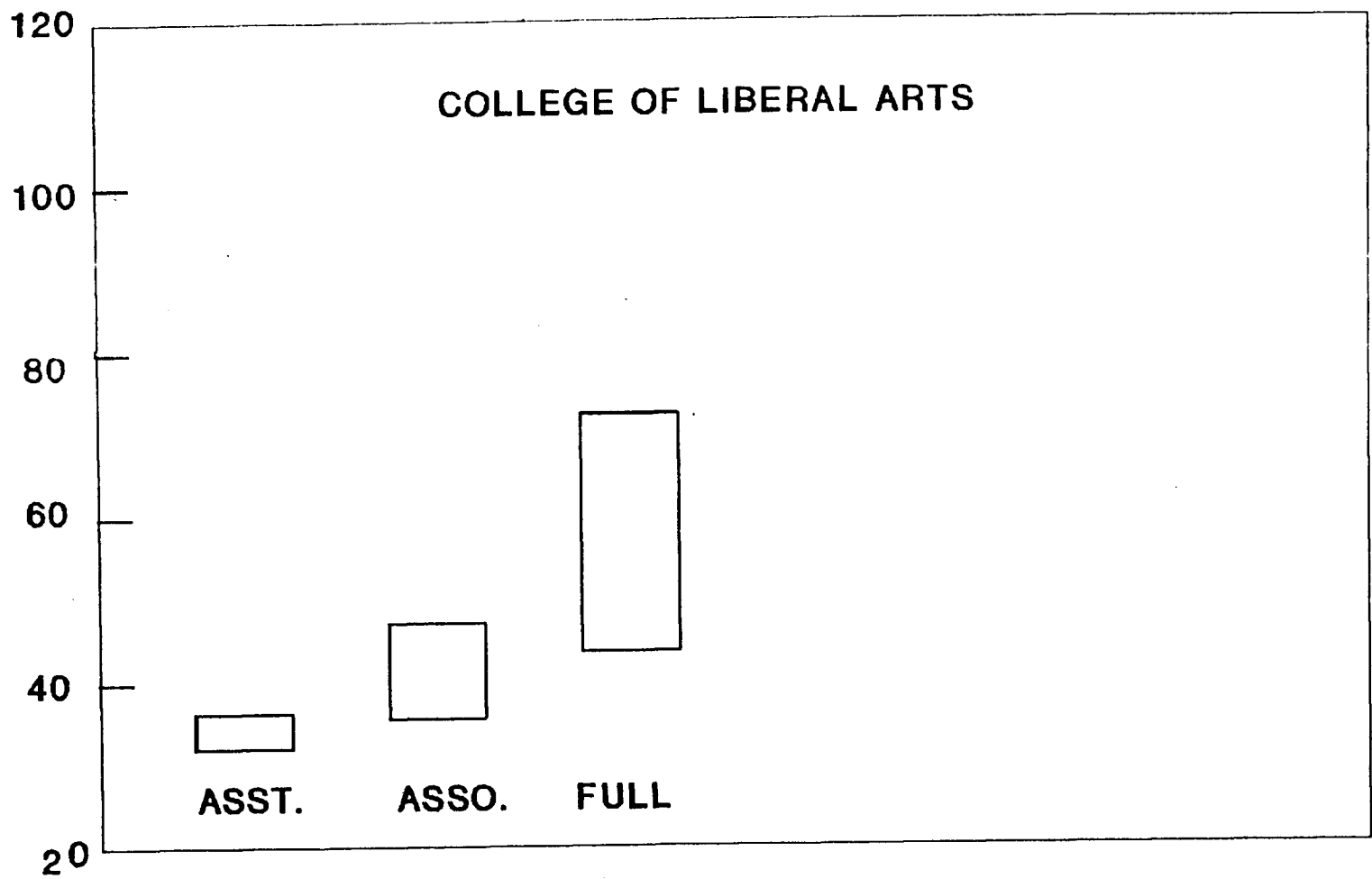
Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Asst. Prof - 9	34964	35857	30838	33808	39448	16.7%	-11.80%	-14.00%	32.9%	14.4%	9.4%	-0.1%	6.00
Instructor - 9	26307	31352	28195	31430	33788	7.5%	7.18%	-10.07%					7.00
Professor - 12	65388	64612	59083	61131	68428	11.9%	-9.64%	-8.56%	26.4%	17.1%	10.0%	7.4%	2.00
Assoc. Prof. - 12	51740	55190	53721	56605	65641	16.0%	3.83%	-2.66%	18.1%	30.6%	45.4%	-12.5%	5.00
Asst. Prof - 12	43800	42248	36946	32749	49507	51.2%	-15.65%	-12.55%	24.5%	17.0%	-8.4%	34.6%	6.50
Instructor - 12	35187	36103	40333	44053	44080	0.1%	14.62%	11.72%					1.70
PUBLIC HEALTH													
Professor - 9	69122		58068				-15.99%		39.1%		31.3%		1.00
Assoc. Prof. - 9	49699		44233				-11.00%		15.3%		33.0%		1.00
Asst. Prof - 9	43120		33266	33743	40183	19.1%	-22.85%						2.00
Professor - 12	82361	67572	78226	55000	122704	123.1%	-5.02%	15.77%	41.7%	4.4%	25.1%	67.4%	12.20
Assoc. Prof. - 12	58123	64722	62531	48324	92070	90.5%	7.58%	-3.39%	22.0%		36.3%	18.0%	14.10
Asst. Prof - 12	47635		45861	44218	57000	28.9%	-3.72%						9.70
DENTISTRY													
Professor - 12	83659	76964	75429	61476	104224	69.5%	-9.84%	-1.99%	27.6%	34.4%	35.0%	19.8%	28.40
Assoc. Prof. - 12	65580	57267	55893	47340	73637	55.5%	-14.77%	-2.40%	27.6%	17.9%	18.8%	26.6%	24.20
Asst. Prof - 12	51395	48585	47056	35889	59920	67.0%	-8.44%	-3.15%					18.70
PHARMACY													
Professor - 9	69500	69500	86131	85142	98320	15.5%	23.93%	23.93%					2.00
Professor - 12	75869	77434	66745	57525	88912	54.6%	-12.03%	-13.80%	35.6%	31.7%	26.4%	34.3%	8.80
Assoc. Prof. - 12	55967	58794	52794	49238	77229	56.8%	-5.67%	-10.21%	25.3%	28.1%	25.2%	15.8%	8.20
Asst. Prof - 12	44651	45903	42172	42452	57000	34.3%	-5.55%	-8.13%					9.50
MEDICAL SCHOOL													
Human Genetics													
Professor - 12	83417		87539	71835	107010	49.0%	4.94%						1.00
Microbiology													
Professor - 12	78301	73139	81644	60000	137585	129.3%	4.27%	11.63%	48.7%	38.9%	59.6%	-2.2%	5.90
Assoc. Prof. - 12	52646	52646	51163	52975	58659	10.7%	-2.82%	-2.82%	14.3%	19.4%	25.7%	-13.7%	4.10
Asst. Prof - 12	46078	44090	40701	42555	45736	7.5%	-11.67%	-7.69%					3.70
Cell Biol. & Neuro.													
Professor - 12	77297	73182	74521	45580	137585	201.9%	-3.59%	1.83%	40.6%	34.2%	36.3%	60.2%	8.50
Assoc. Prof. - 12	54980	54532	54691	37755	73000	93.4%	-0.53%	0.29%	23.2%	22.2%	39.4%	50.8%	5.40
Asst. Prof - 12	44619	44631	39223	35871	56930	58.7%	-12.09%	-12.12%					3.00

Faculty Pay Study

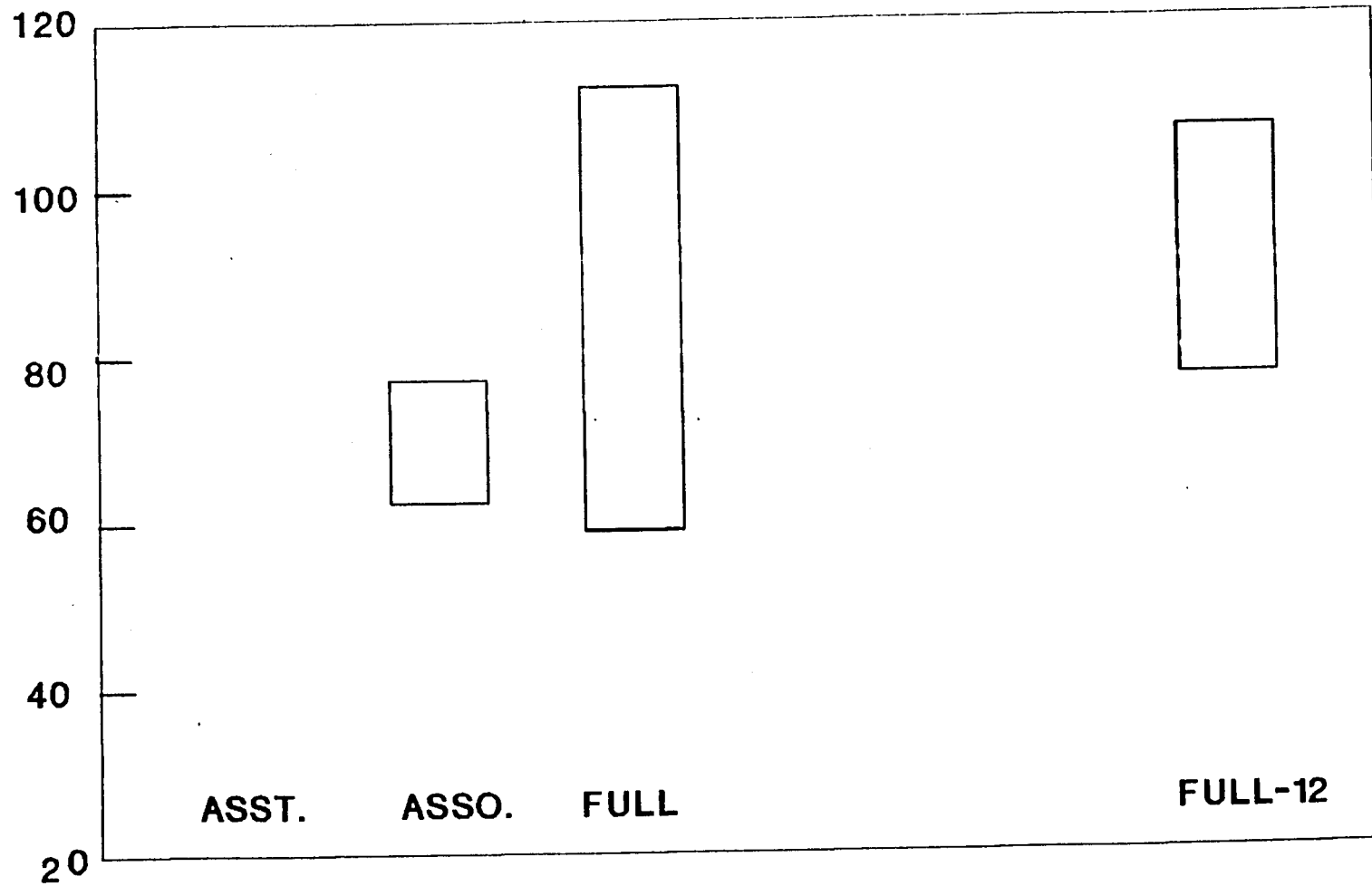
Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Pharmacology													
Professor - 12	80712	82313	81365	56835	137585	142.1%	0.81%	-1.15%	47.0%	51.5%	57.6%	1.7%	7.20
Assoc. Prof. - 12	54906	54346	51630	49797	57790	16.1%	-5.97%	-5.00%	25.4%	13.7%	30.9%	-6.7%	3.30
Asst. Prof - 12	43798	47792	39452	40850	46440	13.7%	-9.92%	-17.45%					2.00
Physiology													
Professor - 12	75464	74630	66882	57500	137585	139.3%	-11.37%	-10.38%	43.8%	35.2%	35.1%	-1.2%	3.90
Assoc. Prof. - 12	52495	55192	49515	47708	56816	19.1%	-5.68%	-10.29%	11.5%	15.2%	12.7%	29.5%	2.90
Asst. Prof - 12	47074	47900	43944	40389	61798	53.0%	-6.65%	-8.26%					5.00
Medical Biochemistry													
Professor - 12	80503	80862	75248	53736	137585	156.0%	-6.53%	-6.94%	63.3%	56.4%	65.5%	21.9%	9.90
Assoc. Prof. - 12	49295	51694	45455	40217	65506	62.9%	-7.79%	-12.07%					4.90
Anesthesiology													
Professor - 12			95400	95400	95400						149.2%	-55.1%	
Assoc. Prof. - 12			38275	34431	42807	24.3%					17.1%	32.9%	
Asst. Prof - 12			32681	25944	45745	76.3%							
Dermatology													
Professor - 12			72937	55479	87595	57.9%					27.1%	3.5%	
Assoc. Prof. - 12			57407	57407	57407						10.0%	-0.9%	
Asst. Prof - 12			52194	47233	56888	20.4%							
F. Prac. & Commun. H.													
Professor - 12			99714	74144	108026	45.7%					64.1%	9.3%	
Assoc. Prof. - 12			60750	33843	81004	139.4%					-1.0%	142.9%	
Asst. Prof - 12			61340	29736	82212	176.5%					138.9%	-13.7%	
Instructor - 12			25677	25677	25677								
Medicine													
Professor - 12			72896	52800	103620	96.3%					33.4%	31.3%	
Assoc. Prof. - 12			54648	46500	69329	49.1%					16.6%	38.1%	
Asst. Prof - 12			46872	40100	64200	60.1%					109.3%	-44.2%	
Instructor - 12			22392	22392	22392								
Lab. Med. & Path.													
Professor - 12			63212	38130	139635	266.2%					18.3%	61.5%	
Assoc. Prof. - 12			53448	39926	61581	54.2%					4.3%	55.6%	
Asst. Prof - 12			51257	40138	62134	54.8%							
Neurology													
Professor - 12			65917	51441	95400	85.5%					27.7%	33.9%	
Assoc. Prof. - 12			51608	42189	68900	63.3%					22.9%	101.5%	
Asst. Prof - 12			42003	28486	85000	198.4%							

Faculty Pay Study

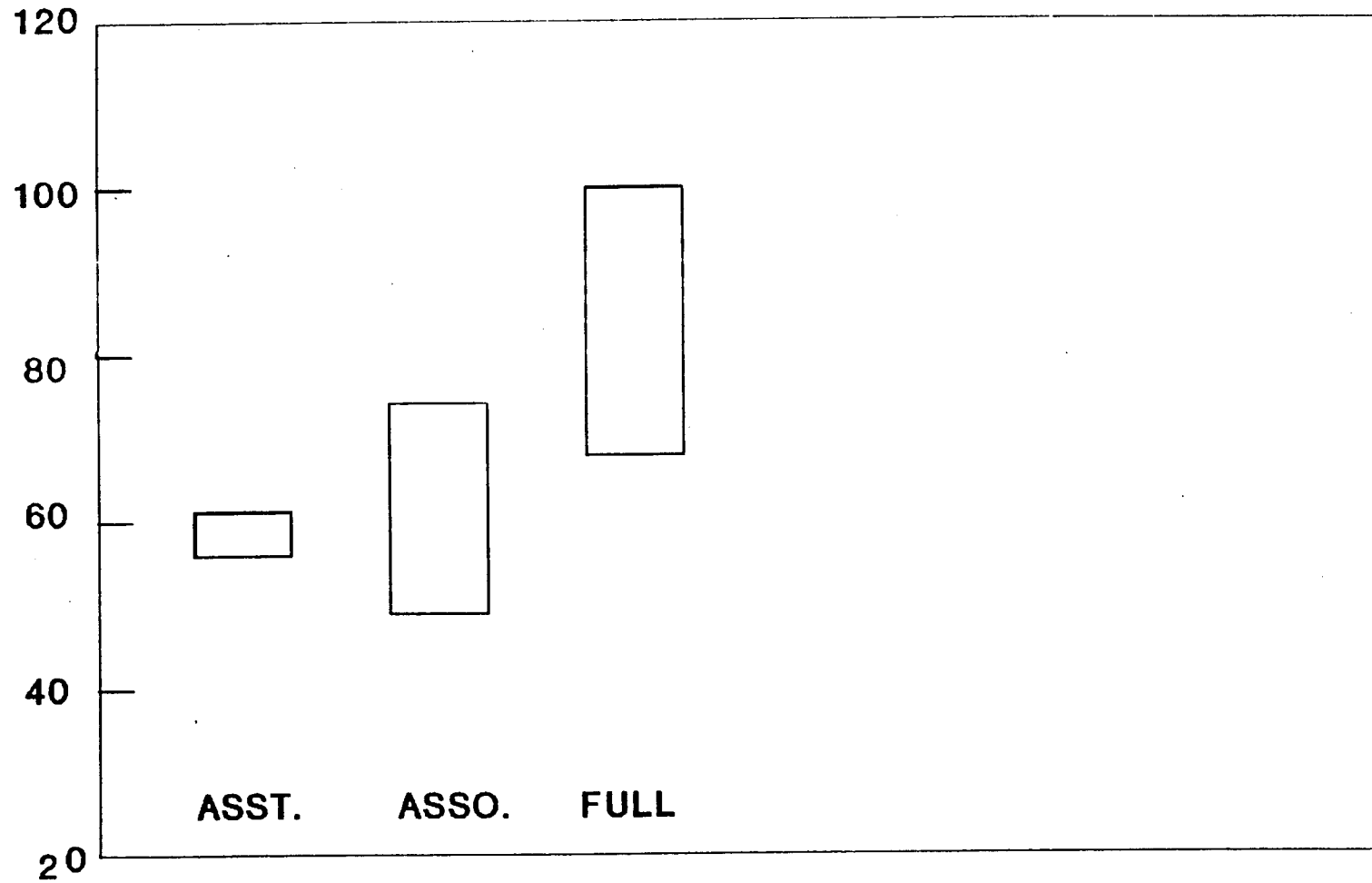
Department & Rank	Survey Mean	Big 10 Mean	U-MN Mean	(90-91) Low	(90-91) High	(90-91) Spread	UM-Sur. Diff.	UM-B10 Diff.	Surv. Rank Diff.	Big 10 Rank Diff.	U-MN Rank Diff.	Overlap	Number MN Fac.
Neurosurgery													
Professor - 12			81856	68357	90830	32.9%					78.9%	-22.4%	
Assoc. Prof. - 12			45751	38665	53079	37.3%							
Obstetrics & Gynec.													
Professor - 12			59850	42333	90575	114.0%					32.7%	6.6%	
Assoc. Prof. - 12			45111	45111	45111						15.2%	13.3%	
Asst. Prof - 12			39151	30199	51122	69.3%							
Ophthalmology													
Professor - 12			69583	68845	70320	2.1%					33.7%	-24.4%	
Assoc. Prof. - 12			52056	52056	52056						67.7%	-40.4%	
Asst. Prof - 12			31044	31044	31044								
Orthopaedic Surgery													
Professor - 12			73203	46611	90299	93.7%					81.5%	-13.5%	
Assoc. Prof. - 12			40322	40322	40322						9.2%	-8.4%	
Asst. Prof - 12			36924	36924	36924								
Otolaryngology													
Professor - 12			62004	49764	75257	51.2%					2.6%	38.0%	
Assoc. Prof. - 12			60406	58654	68688	17.1%					4.4%	-1.4%	
Asst. Prof - 12			57857	57857	57857								
Pediatrics													
Professor - 12			70889	48043	114795	138.9%					19.5%	49.1%	
Assoc. Prof. - 12			59307	47943	71639	49.4%					39.6%	17.4%	
Asst. Prof - 12			42484	32590	56266	72.6%							
Phys. Med. & Rehab.													
Professor - 12			66683	63052	82744	31.2%					17.3%	-9.1%	
Assoc. Prof. - 12			56855	56225	57308	1.9%					26.7%	-7.7%	
Asst. Prof - 12			44880	37100	51903	39.9%					27.6%	-5.2%	
Instructor - 12			35167	35167	35167								
Psychiatry													
Professor - 12			98067	69350	121140	74.7%					46.9%	18.1%	
Assoc. Prof. - 12			66776	56020	81900	46.2%					43.0%	-7.9%	
Asst. Prof - 12			46700	43000	51600	20.0%							
Radiology													
Professor - 12			92765	82920	103065	24.3%					24.7%	-0.6%	
Assoc. Prof. - 12			74362	67188	82392	22.6%					29.6%	-14.3%	
Asst. Prof - 12			57361	57000	57588	1.0%							
Surgery													



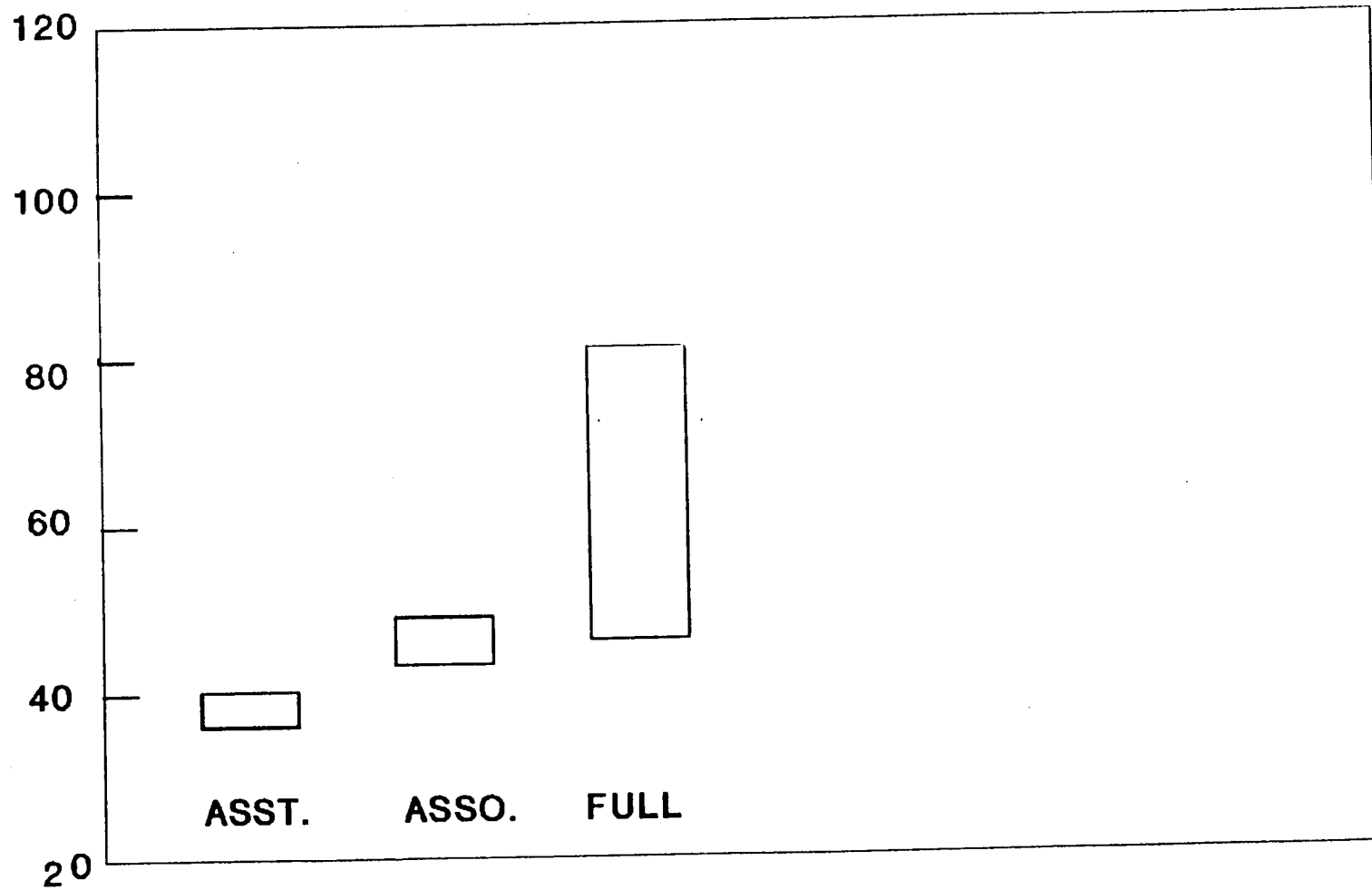
LAW SCHOOL



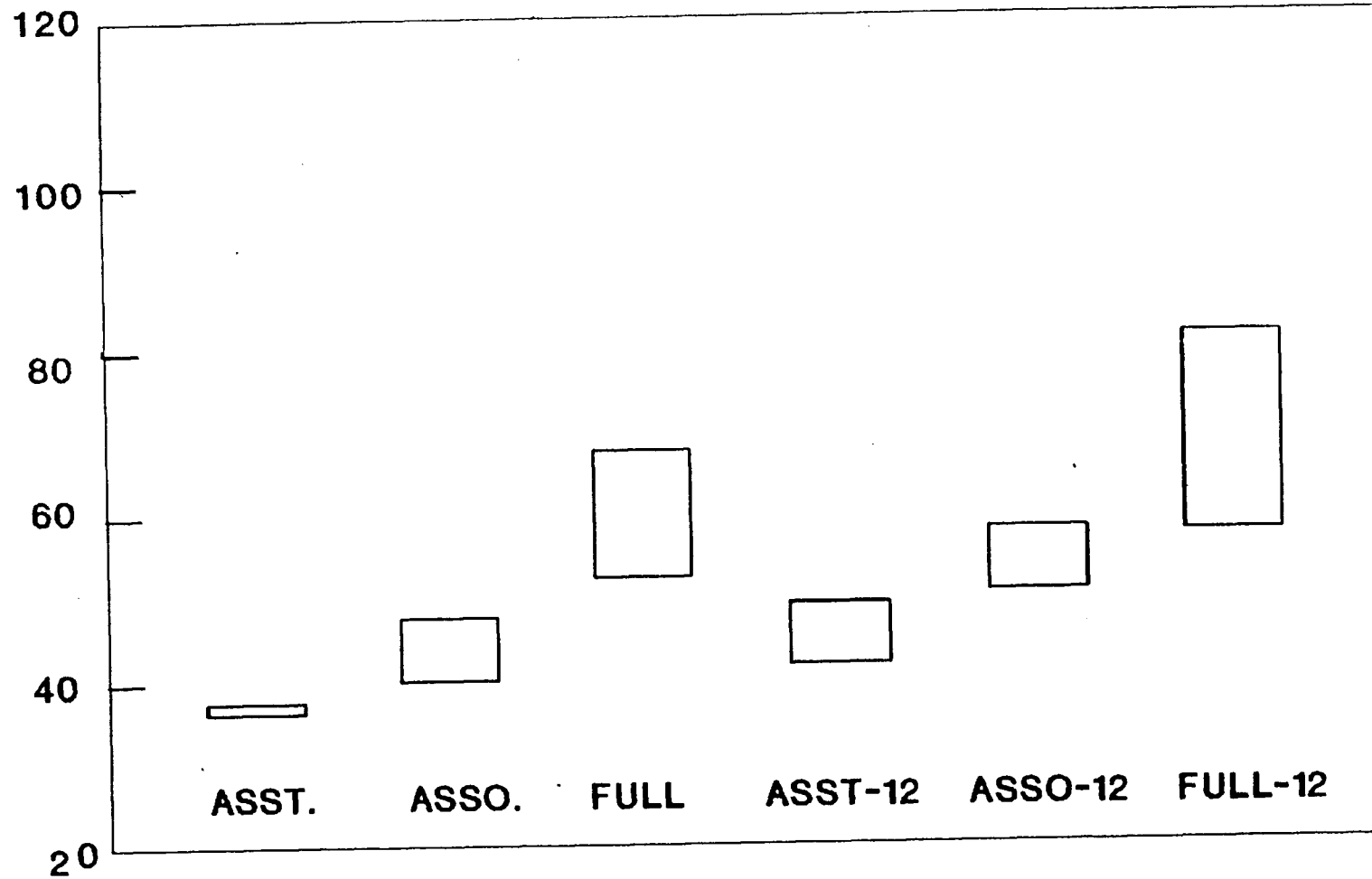
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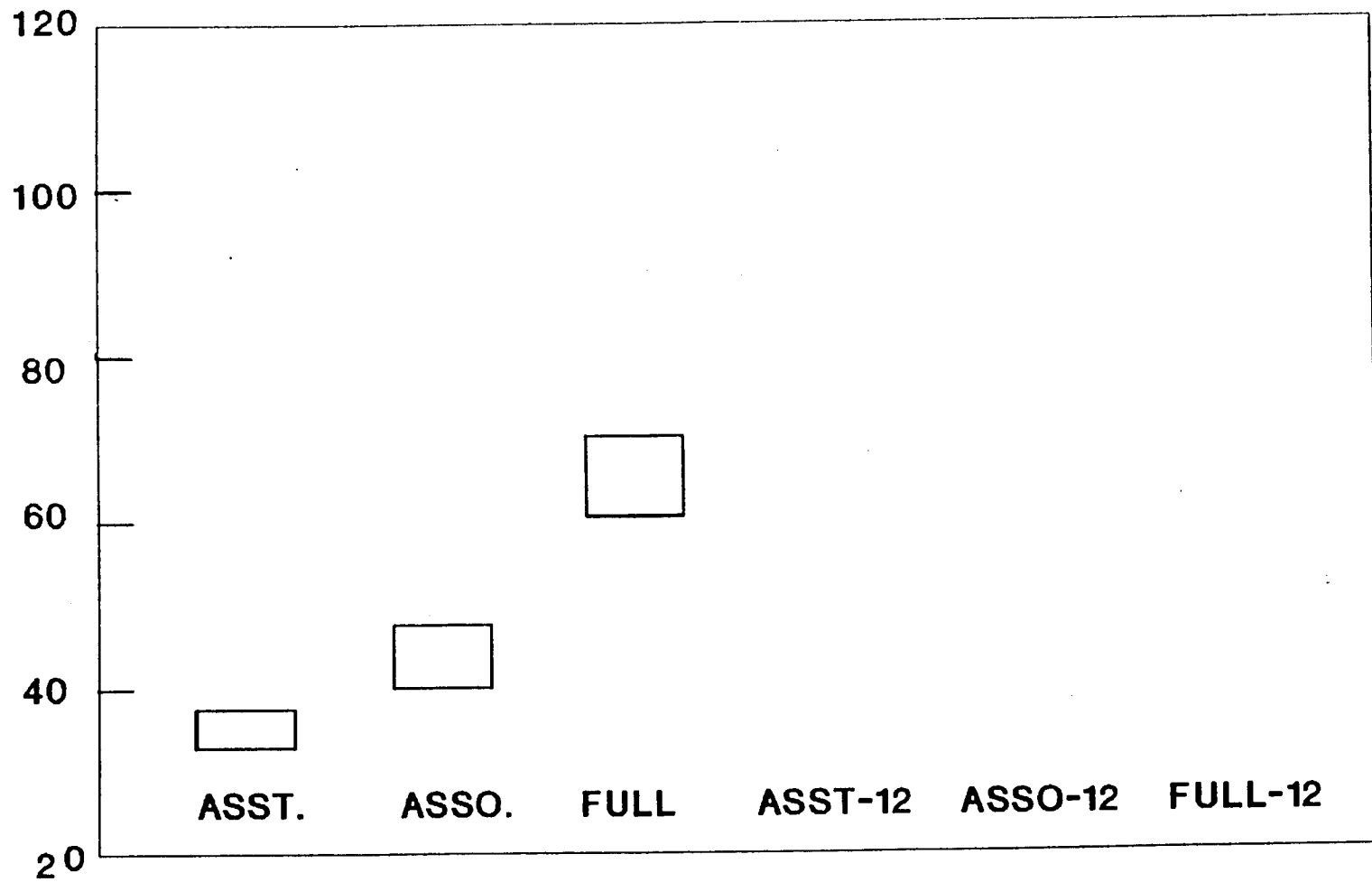
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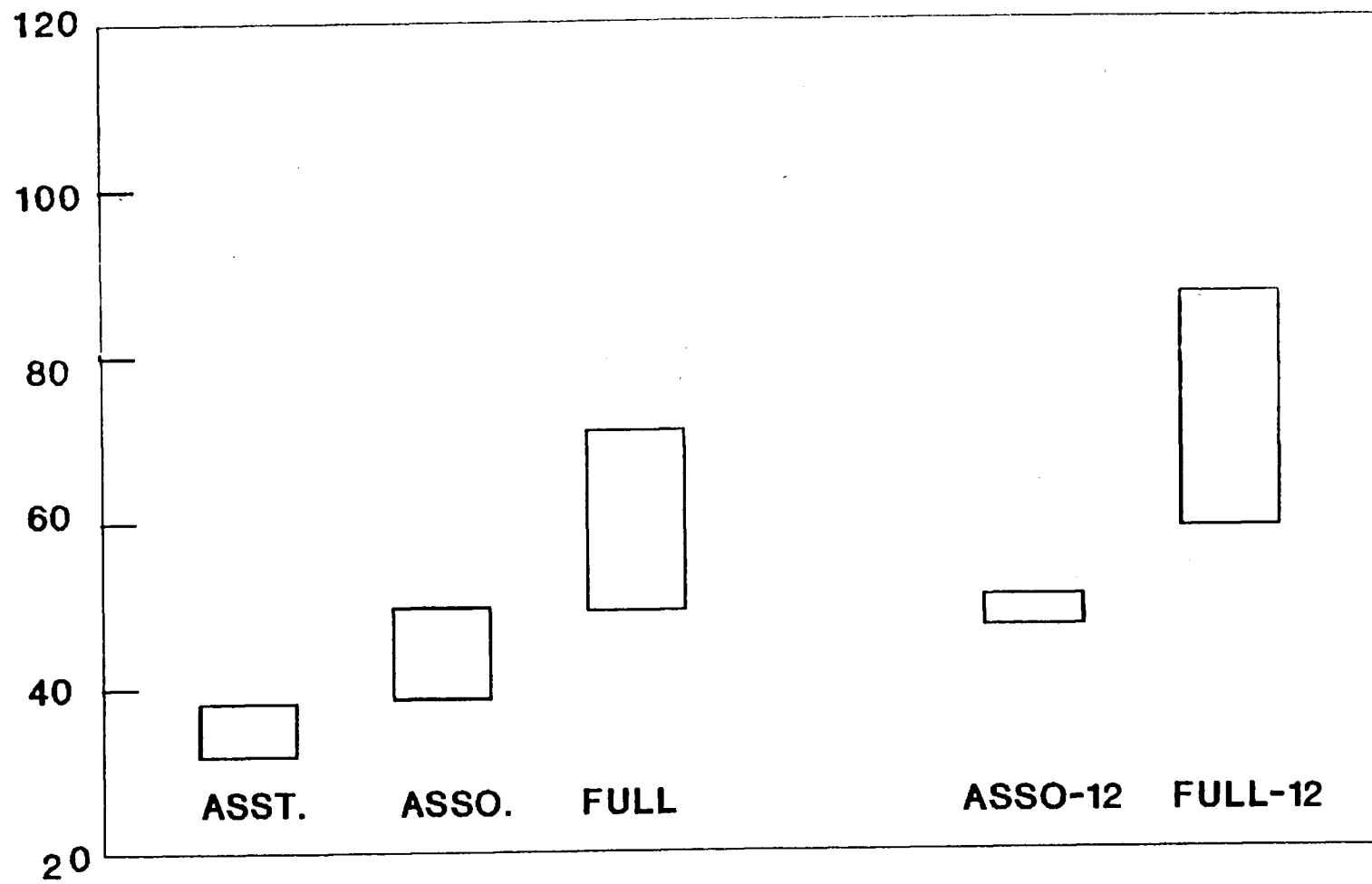
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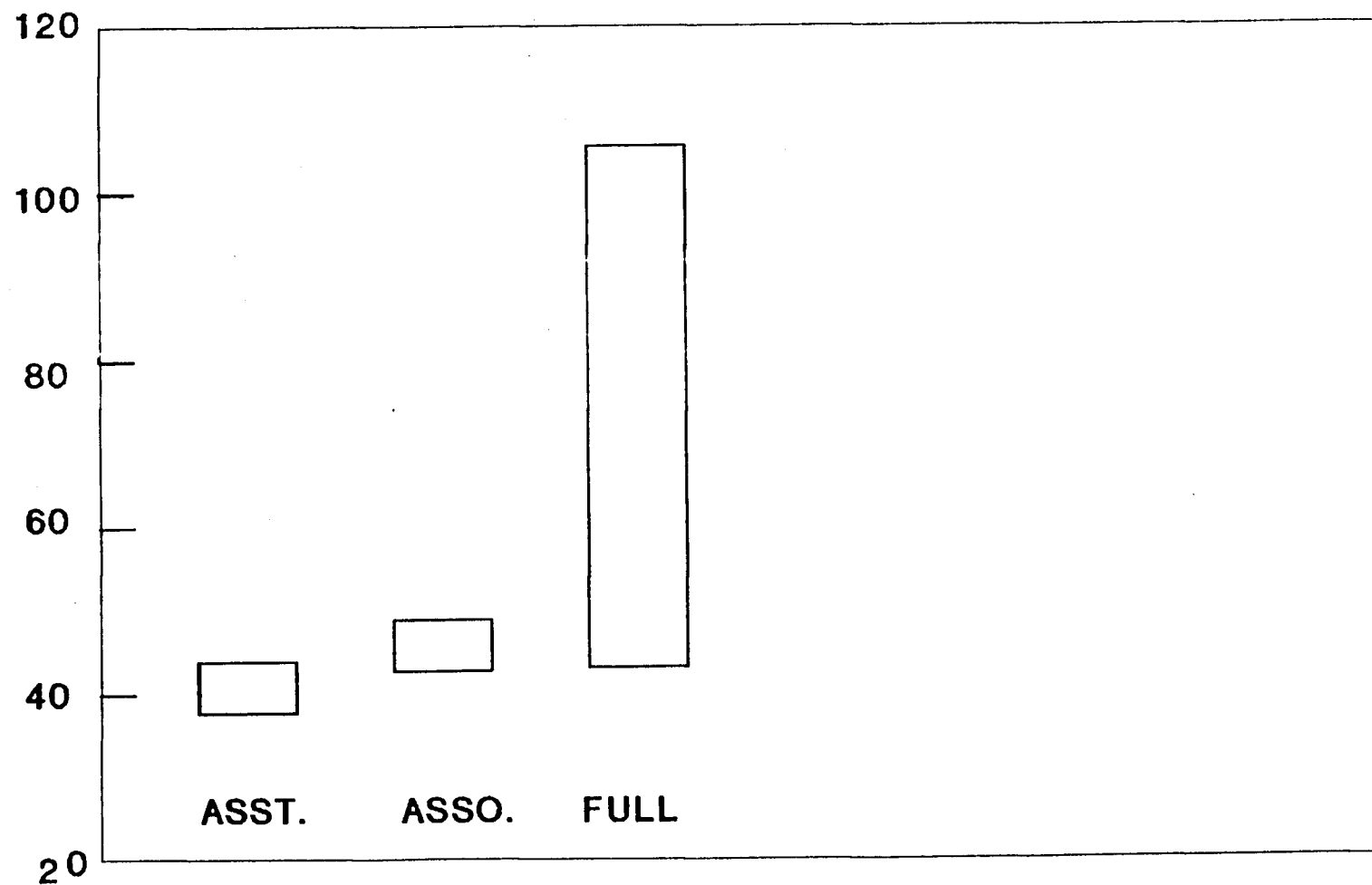
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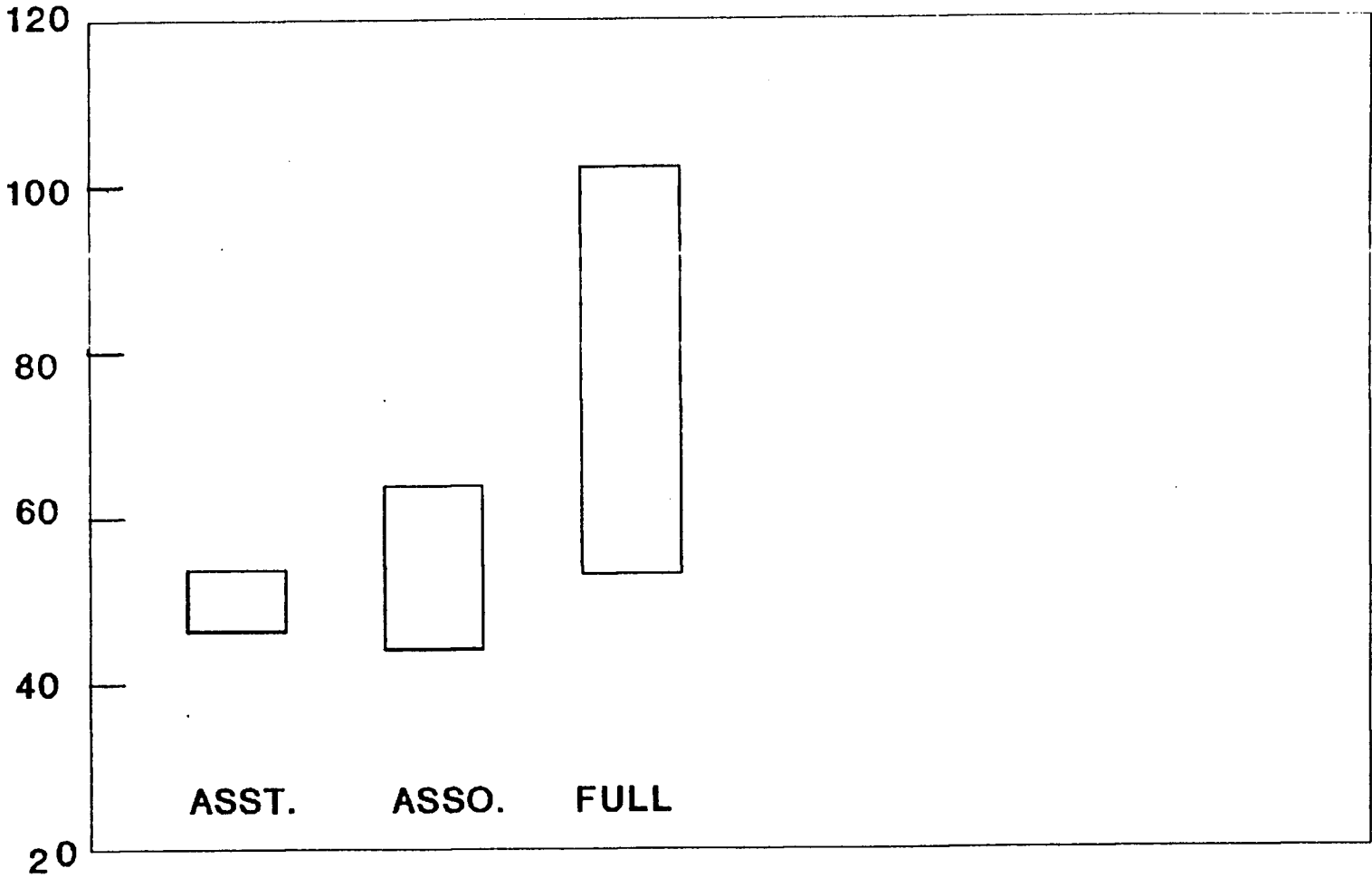
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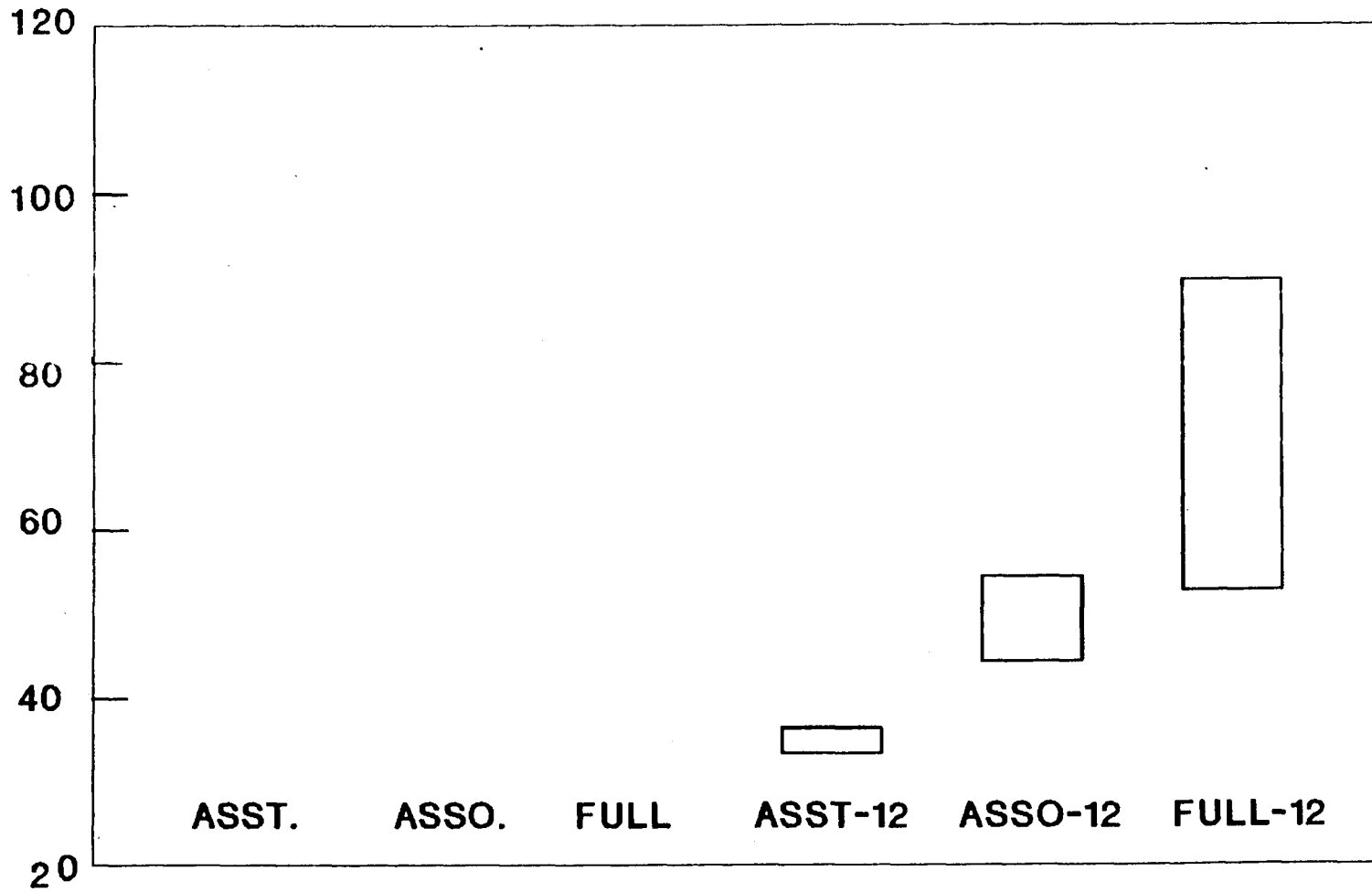
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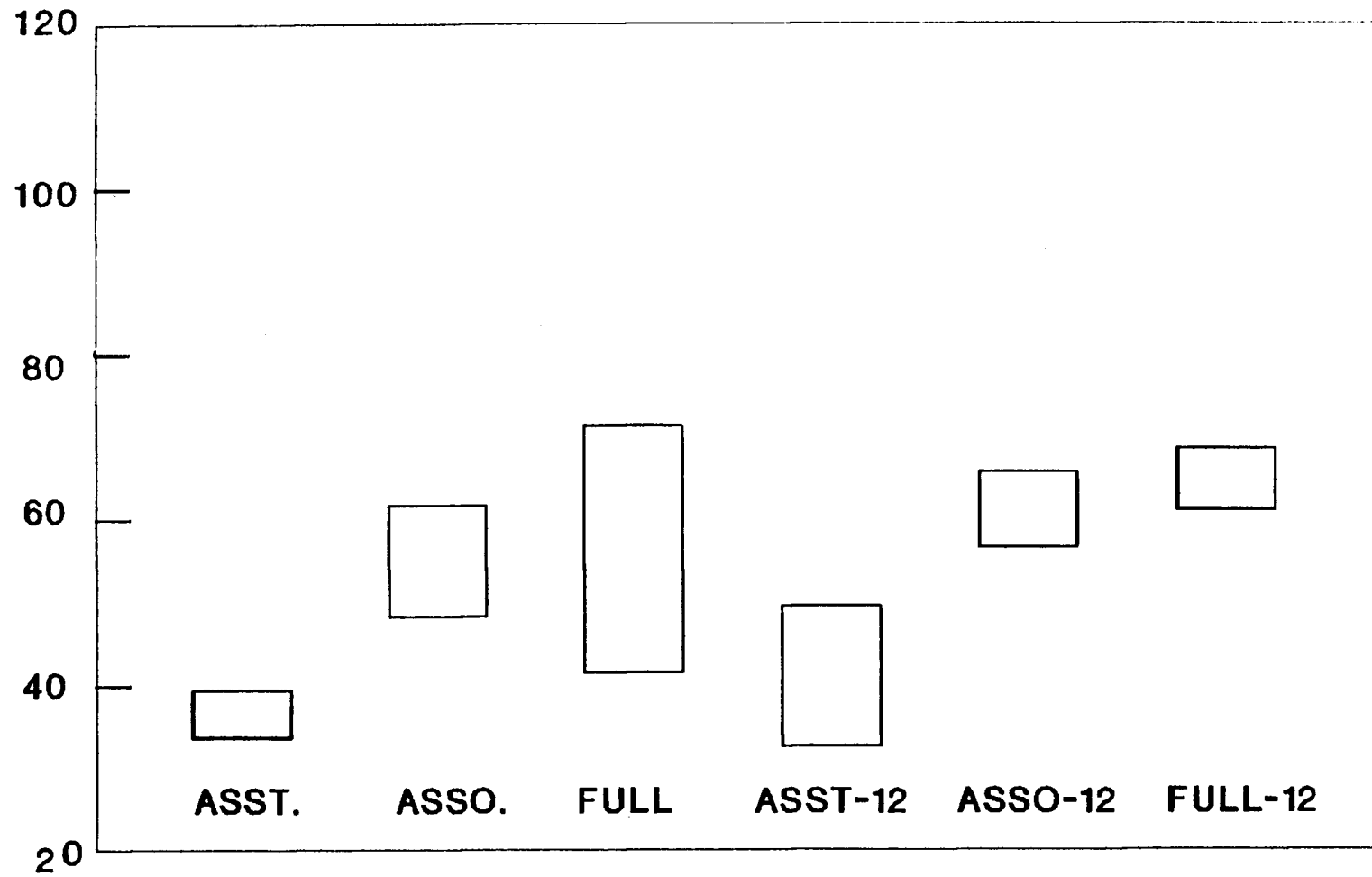
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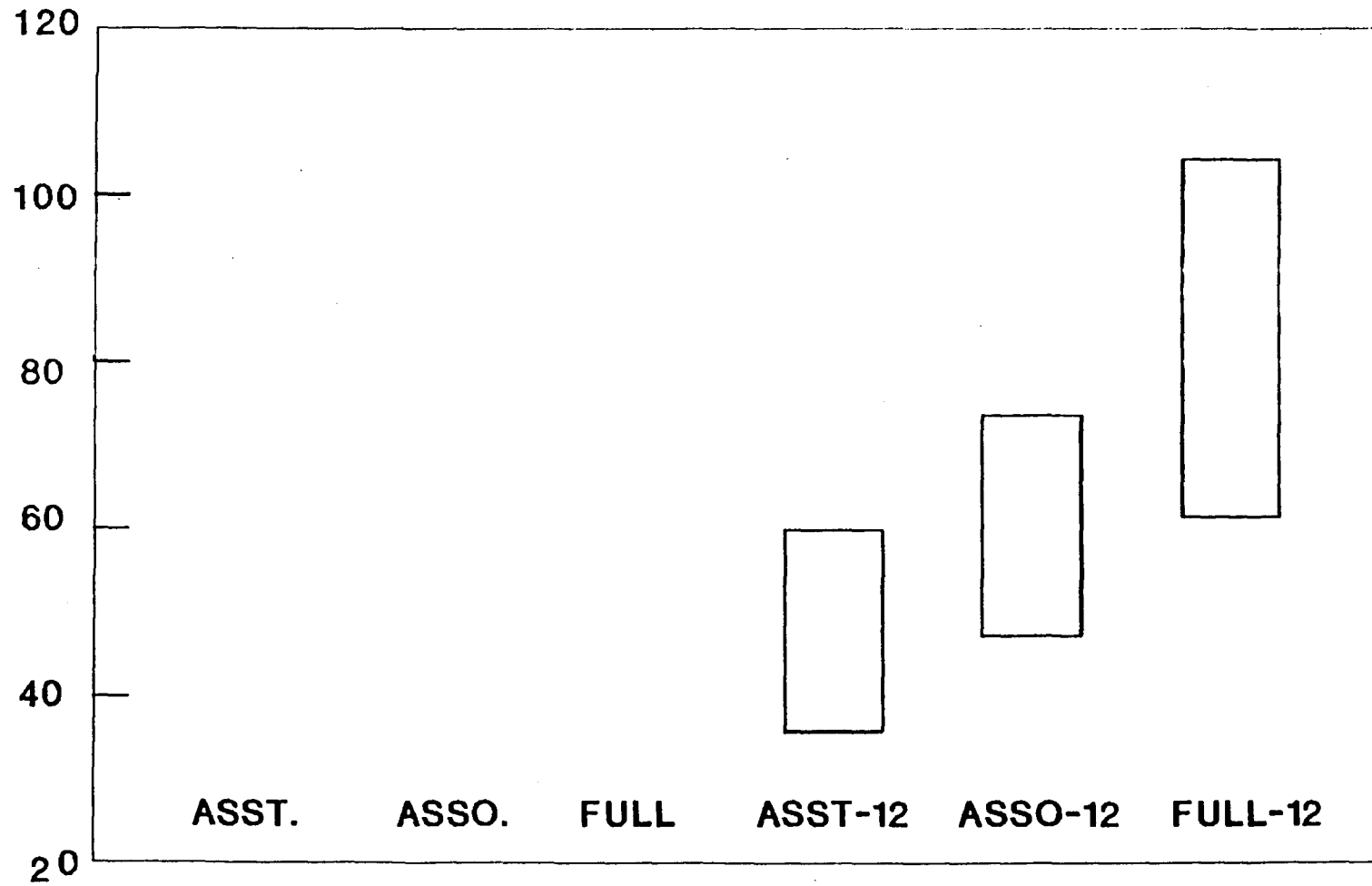
AGRICULTURE



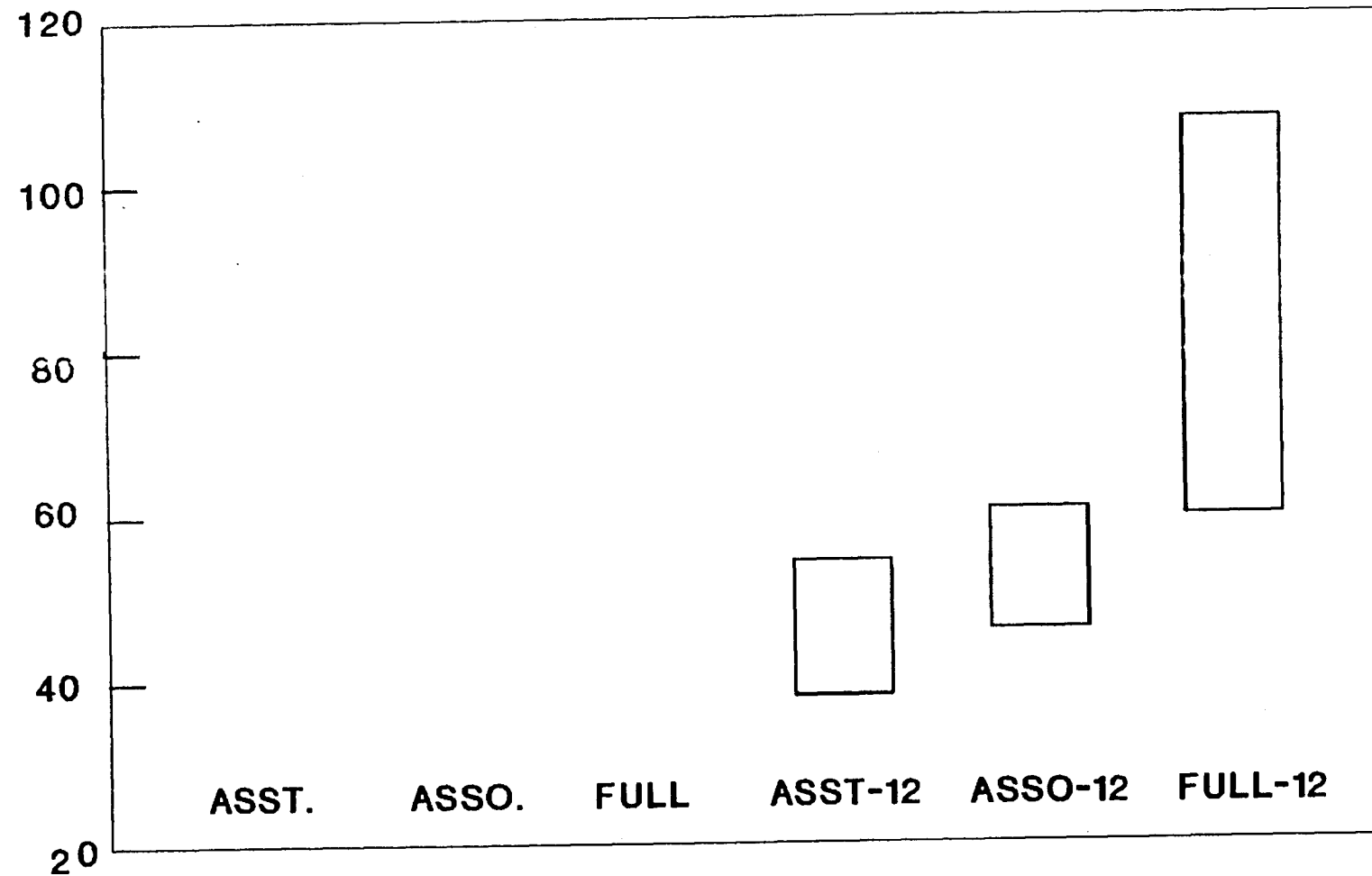
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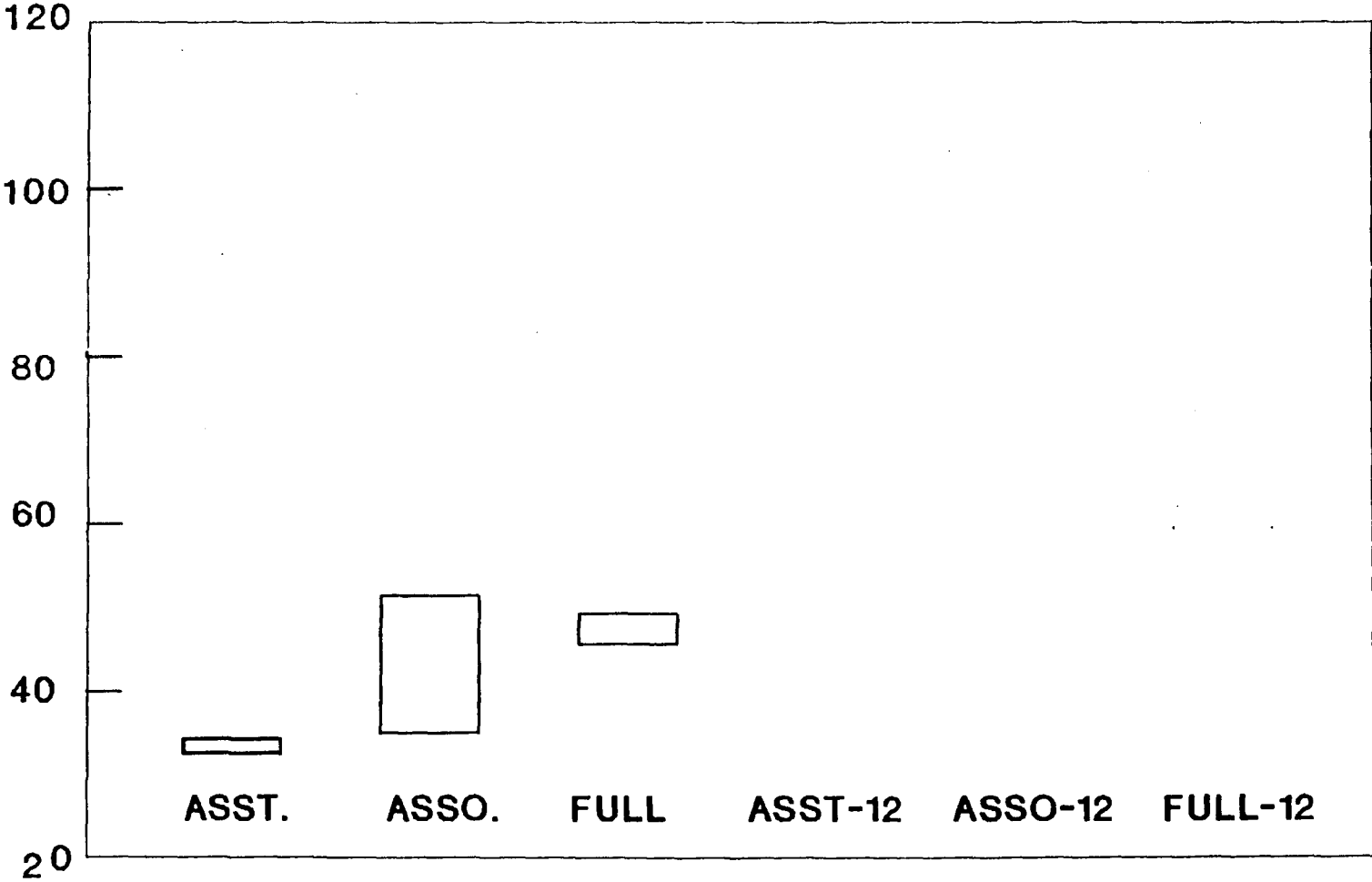
DENTISTRY



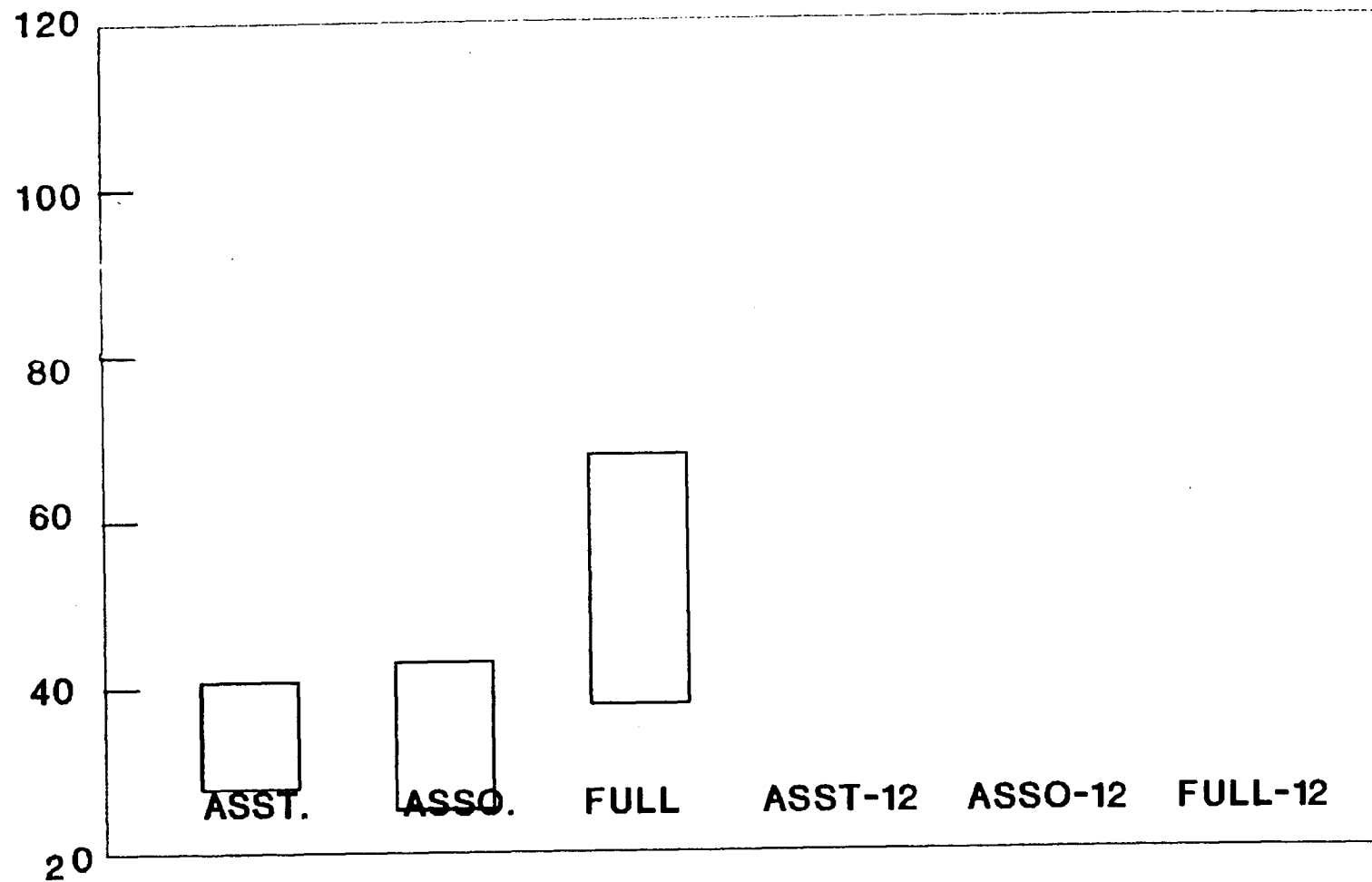
MEDICAL SCHOOL

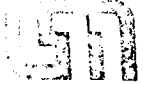


GENERAL COLLEGE



MORRIS





UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
125 Mechanical Engineering
111 Church Street S.E.
Minneapolis, MN 55455
(612) 626-0884

March 20, 1991

Professor Morris Kleiner, Chair
Working Group to Review Academic Salary Structures
Humphrey Institute of Public Affairs
Humphrey Center
West Bank

Dear Professor Kleiner:

At a recent meeting of the Senate Consultative Committee, we discussed with the President the need for a continuing review of faculty salaries to ensure that questions of equity are not being overlooked. SCC believes, after that discussion, that it would be helpful if your Working Group would be alert to questions of equity and comparable worth and advise us, as you consider the academic salary structure, of potential problem areas which may require further attention.

We appreciate the effort your working group is making and hope that this request will not be unduly burdensome.

Please do not hesitate to call me if you have questions.

Thank you.

Cordially,

Warren E. Ibele, Chair
Senate Consultative Committee

cc: President Nils Hasselmo
Senior Vice President Leonard Kuhl
Professor Avner Ben-Ner
Ms. Patricia Mullen



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
125 Mechanical Engineering
111 Church Street S.E.
Minneapolis, MN 55455
(612) 626-0884

October 12, 1990

President Nils Hasselmo
President's Office
202 Morrill Hall

Dear Nils:

In view of the plans to review the structure and allocation of faculty salaries and their relationship to the review of faculty performance, it is perhaps appropriate that you have the enclosed letter. I assume that you might wish to forward it to the person who will lead the project.

It does seem to me that Professor Belfiore's points warrant serious consideration in the course of the study.

Cordially,

A handwritten signature in cursive script, appearing to read "Warren".

Warren E. Ibele, Chair
Faculty Consultative Committee

cc: Professor Elizabeth Belfiore

Department of Classical and Near Eastern Studies
University of Minnesota
310 Folwell Hall
9 Pleasant St., S.E.
Minneapolis, MN 55455

June 14, 1990

Prof. Charlotte Striebel
105 Vincent Hall

Dear Prof. Striebel:

I was interested to read your comments on the salary structure in "Footnote" of June 5. I hope that you and the Faculty Consultative Committee will continue to study this issue. The current salary structure is extremely unfair, and helps to produce a great deal of hardship and resentment among the faculty. Specifically:

1. "Merit" means "market value" at this university. In my experience, there is little or no correlation between salary and excellence in research or teaching. Those in disciplines for which there is a demand within the business world are paid much more than those in disciplines for which there is no such demand. For example, the chair of Classical and Near Eastern Studies is paid only \$36,000 (without augment), while the salaries of many other chairs are two or three times this amount (for example: the chairs of American Studies and Speech-Communication are paid \$61,000; the chair of Economics is paid \$71,000; the chair of Communication Disorders makes \$80,000, and the chair of Statistics is paid \$92,500, without augment). This disparity is not justified by the merits of the individuals in question. Again, within a single department, those who have received offers from other institutions are able to negotiate salaries that are much higher than those of equally meritorious colleagues.

2. Low salaries seriously hurt an individual's ability to do his or her best teaching and research. Most of the faculty of CNES is forced, for financial reasons, to teach in extension and/or summer school. For example, George Sheets, the chair of the department, has taught an extension course every quarter during his tenure as chair, as well as teaching summer school every year. This means that, in effect, his teaching load is 8 courses a year, in addition to his duties as chair. Prof. Nicholson, an assistant professor in CNES, taught 3 courses in the spring of 1989, in addition to his regular teaching load of 2 courses. He was forced to do this in order to augment his salary of about \$28,000, after the birth of his first child. This is a recipe for burnout. The situation is made worse by the fact that the method used to compute pay for extension and summer teaching (based on % of salary)

now penalizes those in poorly paid disciplines. The last time I taught an extension course (fall, 1988), my salary was about \$1800. By comparison, a graduate student in CNES teaching one course at 50% time now makes about \$2500. This is exploitation of those whose low salaries leave them no choice but to do additional teaching at these appalling salaries.

3. The whole salary structure at UM must be reconsidered in any kind of meaningful reform. This means that salaries, and other perquisites, of the central administration must be brought into line with those of the faculty. For example, the Star Tribune of 6/8/90 (2B) reported that Marvalene Styles Hughes has been appointed vice president for student affairs at a salary of \$100,000. Perhaps Ms. Hughes' is worth \$100,000. But I do not like to be told by the University that my own work, teaching and research, is worth only 1/3 as much as her administrative work (My current salary, after 10 years at UM, is \$34,000.). Again, in the same issue of "Footnote" in which your letter appears is a report from Vice Provost Anne Hopkins announcing that she intends to hire two new administrative faculty for her office. In contrast, many departments, like CNES, desperately need, and have not gotten, new teaching faculty.

4. Good teaching should certainly be rewarded with higher salaries. However, adequate and equitable salaries and good teaching conditions are essential prerequisites to the best teaching. As noted above (*2), low salaries are directly harmful to teaching, since they necessitate teaching too many additional courses for financial reasons.. Equally harmful are the poor teaching conditions prevalent at UM: large classes, and lack of teaching assistants, library books, and other necessities. It is possible to entertain or preach to large groups of students, but real teaching requires the kind of interaction and two-way communication that is not physically possible in classes larger than, say, 20-30 students. Nor is it possible to teach students to do good research when the library does not possess the appropriate books, or does not have an adequate number of copies of books in demand.

Instead of providing funds to remedy these and other adverse teaching conditions, however, the University has, thus far, sought to convince the faculty, and the public, that there are other, cheaper solutions. For example, CNES applied last spring for a grant to improve teaching in a large course, mythology, which enrolls about 500 students. Additional funds would have allowed us to hire graduate students to conduct discussion sections in this course, and in this way to give the students more individual attention. This application was turned down. At the same time, however, we were told that we would need to do more evaluations and to study new ways of evaluating courses. Far from improving teaching, these new requirements will take time away from teaching. Studies, surveys, new ways of evaluating courses, and "good teaching" awards based on them are just public relations

hype, and harmful to really good teaching, unless the University also provides funds for the genuine improvements that can only come with smaller classes and additional, adequately paid faculty.

I appreciate this opportunity to address you, and hope that you will be able to improve the current outrageously unfair salary structure. This system not only produces individual hardship and resentment, but is a major cause of some serious weaknesses of the University as a whole.

Sincerely,



Elizabeth Belfiore
Associate Professor, CNES

cc. Faculty Consultative Committee.



UNIVERSITY OF MINNESOTA
TWIN CITIES

Office of the President
202 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 626-1616

October 19, 1990

TO: Warren Ibele
FROM: Kathy O'Brien *KOBrien*
SUBJECT: Human Resources Reform

Warren, the President asked me to update you on the Human Resources Reform project and on the timing of a report to FCC.

Three special project associates have been hired this fall that might be categorized as working on the larger topic of human resource reform. Vice President Kuhi has hired John Fossum, the Director of the Industrial Relations Program in the Carlson, to do a study of faculty compensation. Kuhi has hired Dr. Carole Bland to complete her work on the administrative performance review system. President Hasselmo has hired Trish Beuhring to work with Roger Forrester and Associate Vice President Carol Carrier. Ms. Beuhring's work is to provide staff support for Carrier and Forrester to present a retreat or workshop for the President's Cabinet on: the current human resource systems/personnel systems within the University of Minnesota, what issues of concern have been raised about these systems by previous task force reports such as the Swan report or the Merwin report, and what issues should be addressed with regard to human resources/personnel management within the University.

It is my hope that the President's Cabinet will have a retreat on human resource reform in early January. I would hope at that time that the Cabinet would recognize the strengths of the current human resource system and they would also identify areas that require reform. Further, they would develop an agenda and a timetable for change. If the workshop is successful, it might be appropriate for at least an abbreviated form of that workshop to be presented to the entire SCC. I believe at the very least that you would want a report from Fossum and Bland on their work and also from Carrier/-Forrester on the workshop results. All three of these projects should be ready for the review by the SCC in January/February or Winter quarter. I will try to keep you updated. You also might wish to discuss the projects with Vice President Kuhi or Associate Vice President Carrier.

I hope that this is helpful and I will try to keep you up-to-date as we progress.

KOB:pln

c: N. Hasselmo, 