

**Senate Committee on the Economic Status of the Faculty
2014 Fiscal Year (July 1, 2013 through June 30, 2014)
Annual Report**

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I. Introduction

The Senate Committee on the Economic Status of the Faculty (SCESF) is charged by the “Rules of the Faculty Senate” to:

- Gather and organize data on faculty salaries and benefits;
- Issue an annual report on the economic status of the faculty; and
- Represent the faculty in the determination of University policy on salary issues.

The focus of this report is the current economic status of the faculty as based on salary data provided to the committee by the Vice Provost’s office. Unless otherwise specifically stated, faculty salary information discussed in this report refers to the aggregated “academic year base salary” of faculty members whether salaries are paid from General Operating Funds and/or from Designated Funds. Salary data from the Perelman School of Medicine include only basic scientists. Data on salaries of clinician educators from Medicine, Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice were not provided to the committee, and therefore were not reviewed. We also did not discuss the economic status of research faculty, but this remains an issue of concern that should be addressed in the future. Finally, limited data on benefits were provided to the committee, and thus faculty benefits were not discussed in detail by the committee nor included in the report. However, this also remains an issue of concern that should be addressed by the Senate Executive Committee in the near future.

The report focuses on these major topics:

- Faculty salary setting process at Penn: sources of funds for faculty salaries and how annual salary increase decisions are made;
- Concerns that merit increases in some schools were markedly lower than the target number;
- Concerns that merit increases for faculty substantially lag merit increases for senior administrators, leading to a widening salary gap;
- External comparisons: the competitiveness of faculty salaries at Penn in comparison with faculty salaries at other universities;
- Internal comparisons: gender disparity in faculty salaries within Penn.

Finally, in Section VI we detail the SCESF’s conclusions and recommendations for Fiscal Year 2016.

In carrying out its charge, SCESF is cognizant of Penn’s salary policy for the period as stated by the President, Provost and Executive Vice President and published in *Almanac* (<http://www.upenn.edu/almanac/volumes/v59/n27/salary.html>). The University of Pennsylvania’s merit increase program is designed to recognize and reward faculty and staff by paying market competitive salaries in a fiscally responsible manner, with merit increases based on market trends and economic conditions. The salary guidelines are intended to reward valuable contributions of faculty and staff to the University’s mission and excellence.

Statistical data in this report were provided by the Office of the Vice Provost for Faculty. The data provided preserve anonymity and explicitly exclude any information that would make it possible to identify individual faculty salaries. Additional data on annual merit increases for administrative salaries were requested but not received from the Office of the Vice Provost for Faculty, so the committee instead utilized publicly available data from Form 990 reporting (for example, see <http://www.citizenaudit.org/231352685/>).

The data suggest there has been some slow improvement in the economic status of the faculty following the fallout from the economic downturn of 2008–2009. Penn’s position in regard to the most relevant peer institutions (Ivy-Plus universities) remains relatively stable, although some peer institutions are pulling ahead. However, there remain some focal and persistent issues that limit Penn’s ability to compete with peers for the best talent. Internally, there is considerable heterogeneity in salary increases across schools and within rank. In some fields, a third of the faculty or more received merit increases less than the growth of the Consumer Price Index (CPI), thus failing to keep pace with inflation. Importantly, there is a substantial difference in merit increases offered to senior administrators and to faculty, resulting in an ever-widening wage gap. And finally, we raise serious concerns about the persistent gender inequity in faculty salaries at Penn.

We encourage the President, Provost, deans and the faculty at large to continue to closely monitor faculty compensation across the University in order to maintain Penn’s competitive position. Penn’s continued ranking as an outstanding university requires academic excellence across all schools and disciplines, and this excellence is based directly on the quality of the faculty recruited to, and retained by, our University. Further, inequities in faculty salaries based on gender are inconsistent with the goals and ideals of the institution.

II. Merit Raises for Penn Faculty in Fiscal Year 2014

A. Process for Setting and Adjusting Faculty Salaries at Penn

Faculty salaries at Penn are the product of a two-step process. First, faculty salary levels are set at the time of initial appointment by the dean making the appointment. Second, faculty salary levels are normally increased annually through a standardized process described below, based on academic merit. Promotion in rank is usually accompanied by an increase in salary. Occasionally, equity adjustments are made to increase salary. An individual’s salary may also be increased in response to an outside offer as part of a retention strategy.

Funding for faculty salaries comes primarily from each school’s operating budget. No central fund exists for faculty salaries in general. Resources in each school are raised in accordance with the principles of Penn’s Responsibility Center Management (RCM). Additionally, subventions are distributed to schools by central administration. Such subventions are made for a variety of reasons. For example, subvention may be made in recognition of external effects of costly actions undertaken by individual schools to the benefit of broader University-wide interests.

Using available resources, the dean of each school makes a certain amount available for faculty salaries. Particular aspects of faculty salaries for which these funds are used include sustaining existing faculty appointments, providing annual salary increases for continuing faculty members and creating salary funding for new faculty positions. In addition, all schools must provide funds to cover employee benefits. The employee benefits rate is currently at about 30% of salary.

B. Target Number for Annual Salary Increases in FY 2014

An annual salary increase recommendation for continuing faculty members is made for the University. For Fiscal Year 2014, deans within the twelve schools were authorized to award a pool of up to 3.0% increases for faculty members continuing in rank, published in *Almanac* at <http://www.upenn.edu/almanac/volumes/v59/n27/salary.html>. The target has not been set above 3% since 2006, when it was 4%; for the decade ending in 2006, and thus prior to the recent economic downturn, the mean target was 3.28%.

While the faculty have not received a complete explanation of how the target number published annually in the *Almanac* is set, local market forces appear to be the primary determinant. Appropriate inputs used for setting this target appear to be complicated by the fact that the number represents the pool for staff and faculty salaries. Given that the market determinants for staff salaries are typically a function of local market factors, whereas the market for faculty salaries is national in scope, the inputs to the pool number for faculty salaries should be carefully reviewed.

C. Actual Annual Salary Increases

Once the University-wide target has been set, annual salary increases for individual faculty members are determined by department chairs and deans. Those set either below 1.0% or above 5.0% are reviewed by the Provost’s office.

Actual annual salary increases for Fiscal Year 2014 are summarized in Table 1. There is variability in these increases across academic rank. The mean and median values for full, associate and assistant professors are broken out in Table 1 (all tables referred to in this report can be found below in Section VIII).

D. Some Schools Lag Significantly Behind the Target Number

In Fiscal Year 2014, merit increases in several schools fell markedly below the University-wide target of 3.0% (see Tables 2, 3 and 6 through 8). Strikingly, less than 66% of faculty in the basic sciences within the Perelman School of Medicine received a salary increase greater than the Consumer Price Index (CPI) for Philadelphia. That means that more than a third of the basic science faculty in the Perelman School of Medicine was not compensated sufficiently to stay ahead of inflation. The deficit between the University-wide target number for merit raises and the median salary increases received by faculty in the basic sciences within the Perelman School of Medicine was marked at all faculty ranks: the median raise for full professors was 2.0%, while associate and assistant professors received median raises of 2.0% and 1.7%, respectively.

Among other schools at Penn, only Veterinary Medicine and Dental Medicine showed a marked fraction of faculty receiving salary increases below the growth in the CPI, at 19.3% and 18.5%, respectively. Faculty in Veterinary Medicine received median raises of 2.0% at all ranks. Specific data on raises for the Dental School are not available for all ranks due to a limited data pool.

E. Widening Gap Between Faculty and Senior Administrative Salaries

In light of concerns raised in last year's SCESF Report on the widening gap between merit increases for faculty and administrators at Penn (<http://www.upenn.edu/almanac/volumes/v60/n33/esf.html>), the committee requested data for mean and median salary increases for senior administrators for Fiscal Year 2014 from the Office of the Vice Provost for Faculty. As the requested data were not provided, the committee utilized publicly available data from Form 990 reporting (for example, see <http://www.citizenaudit.org/231352685/>). The Form 990 data indicate that senior administrators at Penn received a median raise of 5.6% for Fiscal Year 2014.

The persistent gap between merit increases for faculty and administrators has led to an ever-widening gap between salaries. Plotting publicly available data from Penn's Form 990 Reporting against the data provided to the committee by the Office of the Vice Provost for Faculty (Graph 1) illustrates the trend over time.

III. Salary Comparisons: Penn's Competitive Standing

A. Comparisons to Ivy-Plus Universities

Academic salaries at Penn can be compared to those offered at a set of highly competitive private research universities, including Ivy League schools and other premier private universities (Stanford, Chicago, etc.). We provide comparisons of mean academic base salaries for full, associate and assistant professors at Penn to this peer group in Table 5.

Among this group of highly competitive private research universities, Penn is generally ranked mid-pack. The relative ranking for mean salaries for full professors is 6/12 and for associate professors is 7/12. In contrast, mean salaries for assistant professors are highly competitive, at 1/12 relative to Ivy-Plus peers.

B. Comparisons to the American Association of Universities

The Association of American Universities Data Exchange (AAUDE) is a source of information about faculty salaries at peer universities. The Association of American Universities (AAU) is comprised of 60 public and private research universities in the United States and two in Canada. The AAU includes several Ivy League institutions (e.g., Penn, Brown, Harvard, Princeton, Cornell and Yale), other private universities (e.g., Brandeis, Rice, Emory and Vanderbilt), public flagship universities (e.g., Penn State and the

University of Michigan) and other public universities (e.g., Michigan State, University of California, Davis and University of California, Irvine).¹

Given the broad variation in salaries across schools and academic levels, comparisons to the AAU dataset are broken out by academic field and rank in Table 4. Categories with fewer than five faculty members at Penn were omitted from the table to preserve confidentiality.

While Penn strives to be an elite university, it is important to note how few academic fields at Penn offer faculty salaries within the top ranks of this broad comparator set. Only faculty in the Annenberg and Wharton schools consistently rank within the top 10%, although full professors in Nursing, associate and assistant professors in Design and associate professors in basic sciences within the Perelman School of Medicine also rank above this top 10% cutoff.

Penn ranks within the top 20% in this comparison group of both public and private universities in a broader number of fields, with competitive salaries at the full professor level in the Graduate School of Education, in the humanities, natural sciences and social sciences in the School of Arts & Sciences (SAS) and for faculty within the basic sciences within the Perelman School of Medicine. At the associate professor level, the School of Nursing ranks at 16% of peers. At the assistant professor level, Engineering, Nursing, basic sciences within Perelman School of Medicine and social sciences within SAS all rank within the top 20%.

In contrast, there are also fields where Penn lags markedly behind our top competitors with regard to competitive salaries for faculty. Salaries for associate and assistant professors in natural sciences within the School of Arts & Sciences rank well below the 20% mark. The lowest ranking school in terms of faculty salaries at all levels is the School of Veterinary Medicine. Additional areas of concern include salaries for assistant professors in Graduate Education and in humanities within SAS.

Similar concerns have been expressed by SCESF in the past with regard to faculty salaries in both the natural sciences and the School of Veterinary Medicine (<http://www.upenn.edu/almanac/volumes/v60/n33/esf.html>). It is unclear how Penn can effectively compete or retain the best faculty in these disciplines without offering more competitive salaries. Achieving and maintaining excellence across all schools is consistent with Penn's mission and Penn's standing in American academia, and this requires competitive salaries for faculty in all disciplines.

IV. Faculty Benefits at Penn

Benefits are an important aspect of total compensation received by faculty at Penn and remain an issue of great interest to University faculty. However, insufficient data were provided to the committee to allow productive analysis. Nor did the committee receive parallel data sets from other universities. Thus, it was not possible for the committee to objectively compare the benefits received by faculty at Penn to those granted by other peer institutions.

However, SCESF would like to emphasize that benefits, including medical and dental insurance, retirement, tuition assistance and sabbatical support, remain an essential and highly valued component of the compensation package for faculty at all levels. A competitive benefits package is a key aspect in maintaining an outstanding faculty, and thus maintaining Penn as a top-ranked university. The Provost's Office has agreed that a periodic, systematic review of faculty benefits is warranted and has previously proposed a review by the Division of Human Resources every five years. The Committee feels this review should be initiated promptly.

V. Salaries for Female Faculty Continue to Lag Behind Their Male Counterparts

A. Mean Salary Increases for Men and Women

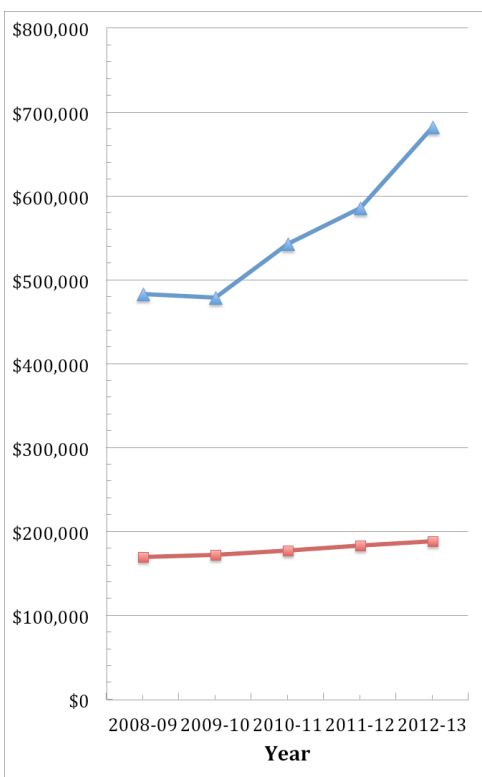
Annual percent increases in salary are generally similar for men and women on the faculty at Penn. However, there is some disparity in the top quartile (Table 11).

B. Persistent Gender Gap in Faculty Salaries at Penn

Despite the general parity in annual salary increases, there are striking differences in base salaries for men and women (Table 12). At the full professor level, the mean salary for women is \$14,393 less than the mean salary for men at the same rank. At the associate professor level, the mean salary for women is \$16,142 less than the mean for men at the same rank. Remarkably, there is even a significant wage gap at the entry level, as the mean salary for assistant professors who are women is \$12,275 less than the mean salary received by men at the same rank. Importantly, this wage gap is in-

¹ For a complete list of the member institutions, see the AAU website <http://www.aaup.edu/about/article.aspx?id=5476>

Graph 1
Total Mean Reportable Income for Senior Non-medical Administrators (upper line) and Total Mean Salary for Full Professors (lower line)



creasing rather than decreasing over time.

C. Factors Contributing to the Ongoing Disparity

Some of the disparity apparent in Table 12 may result from differences in gender ratios in faculty across the different schools, with traditionally male-dominated fields perhaps benefiting from higher salary levels than those found in traditionally female-dominated fields. To examine this possibility, the Vice Provost's office provides a "weighted" set of comparisons (Table 12). Of note, even the "weighted" values show a persistent gender gap, ranging up to 5.1% of adjusted mean salaries. This gender gap is apparent at all ranks within the weighted data.

VI. Issues of Concern and Recommendations from the SCESF

In accordance with Faculty Senate policy, we present the following issues of concern and our recommendations to address these issues.

The administration's responses appear in italics after the Committee's recommendations.

A. Maintaining Penn's Competitive Standing

Issue of Concern. To provide high-quality instruction, research and service, the University must attain and maintain faculty salaries at levels that are competitive with peer institutions in the top tier of American research universities. Comparisons of mean salaries at Penn to the most relevant peer group (an Ivy-Plus list) show that Penn consistently ranks mid-tier (6 or 7 out of 12) for those in the full and associate professor ranks. Salaries are more competitive at the assistant professor rank, with mean faculty salaries at Penn ranking first in this category. Of note, while the pool number for annual salary increases has improved since the recent economic downturn, the overall level of 3% median increases remains substantially and consistently lower than the median merit increases awarded to those in administrative positions at Penn.

SCESF Recommendation: The SCESF recommends that priority be placed over the next three years on improving faculty salaries at Penn, to move the university from the middle of the pack to the top quartile of the Ivy-Plus peer group, consistent with the goals of the University in fostering faculty excellence. This will require annual merit increases significantly higher than the 3% level awarded in FY 2014. To give the deans of the individual schools maximum flexibility, the University administration should consider revising the current approach, which tightly couples faculty and staff increases. Importantly, an increase in the pool allocated to the faculty will allow the University to adjust mean salaries for Penn faculty to levels that are more competitive nationally, and more commensurate with the overall status of our institution.

Response: *The recruitment and retention of an eminent faculty is a paramount priority of the University. We are thus committed to offering competitive salaries and rewarding faculty achievement. The University pays attractive salaries and rewards faculty with merit increases that typically outpace the Consumer Price Index. In fact, as the Committee notes, Penn's assistant professor salaries rank number one among Ivy-Plus peer research universities. Associate professor and full professor salaries at Penn fall solidly in the mid-range of its Ivy-Plus peers. The mean salaries of faculty at the Annenberg School, the School of Nursing and some of the Wharton School's departments are ranked first among their peers (see Table 4).*

In addition to the faculty salaries and benefits it offers, a university's competitive advantages include its academic reputation, location, the cost of living of its region, the array of public and private schools and cultural amenities available to families, and the climate of the university for teaching and research. The University of Pennsylvania has distinct advantages in all of these important categories of competitiveness.

The merit pool has been set at 3% for several years. In the future, as in the past, the University will engage in a careful contextual assessment of its resources and the economy, and thereafter set a financially responsible faculty merit increase pool to reward excellence in teaching, research and service.

The University's salary setting for faculty is coupled with that for staff as part of the overall budget planning process for the University. The deans work in close consultation with the administration in setting merit pool parameters for faculty with an aim of providing maximum flexibility as they allocate their schools' resources, consistent with their financial capacities, projected trends and strategic goals. The mean salary increase awarded to faculty by their deans in Fiscal Year 2014 in fact exceeded the 3.0% merit pool announced for faculty and staff (see Table 1).

B. Maintaining a Standard of Excellence Across the University

Issue of Concern. The SCESF acknowledges that it is not a goal of the University administration or the Board of Trustees to attain parity in faculty salaries across diverse fields, departments and schools. Still, we express concern about the consistently lower levels of salaries in some fields. Faculty within the School of Veterinary Medicine, and faculty in the natural sciences within SAS have consistently received low salary increases. We question whether the University can retain and attract the highest-quality faculty members across disciplines under these circumstances. The overall excellence of Penn is dependent on all schools and departments continuing to thrive.

SCESF Recommendation: The SCESF recommends that priority be placed on maintaining faculty salaries for each school at Penn within the top 10% of salaries of peer institutions within the American Association of Universities (AAU) group, broken out by discipline (Table 4). Some fields will require relatively minor adjustments to achieve parity with peers within the top 10% of this list. However, we have strong concerns about the uncompetitive nature of the salaries received by faculty in the natural sciences within SAS and in the School of Veterinary Medicine, as compared to peers in similar fields at other universities. SCESF believes that Penn cannot effectively compete for the best faculty in these disciplines without a more aggressive salary structure.

Response: *The University is strongly committed to providing highly competitive salaries to allow Penn to recruit and retain the very best faculty. The adoption of a recommendation that faculty salaries for each school at Penn fall within the top 10% of salaries of peer institutions within the American Association of Universities (AAU) group is not realistic for every school. The Responsibility Center Management structure requires that each school fund its own expenses, including faculty and staff salaries. The fiscal resources in each of the 12 schools may constrain their ability to successfully attain such a standard.*

Natural sciences faculty salaries at Penn are approximately in the middle ranks of salaries paid by Penn's AAU peers to full, associate and assistant professors. The School of Arts & Sciences continues to work assiduously to ensure that salaries for faculty in the natural sciences are competitive and support the recruitment and retention of eminent scholars. The School of Veterinary Medicine faces special funding challenges due to decreased state funding support, but nevertheless pays competitive salaries. The average salary for full professors at Penn Vet in fiscal year 2013-14 was the second highest in the nation; for associate professors, the seventh highest; and for assistant professors, the fifth highest. Contributing to its competitiveness in the global market for eminent faculty, Penn Vet is unique among vet schools for having an urban location and urban research hospital, as well as a world-class suburban large-animal teaching and research facility.

C. Consistent Implementation of Salary Policies

Issue of Concern. In Fiscal Year 2014, faculty within the Perelman School of Medicine did not receive their annual merit increases in salary until two months after the start of the fiscal year. This unprecedented policy resulted in median salary increases for basic science faculty in the Perelman School of Medicine that were significantly lower than the target of 3% set for the University as a whole. More than 30% of the faculty within the School of Medicine received increases that were less than the increase in the local CPI.

SCESF Recommendation: The SCESF recommends that the medical school administration clarify why their faculty in the basic sciences within the Perelman School of Medicine fell well below University-wide norms for salary increases for FY 2014. In addition, SCESF strongly recommends against delaying faculty salary increases relative to the start of the fiscal year. Delaying merit increases for a given school appears arbitrary and suggests a lack of equity, undermining trust within the faculty. Faculty salary adjustments, barring individual cases, should remain on a consistent schedule tied to the fiscal year calendar.

Response: Deans across the University are responsible for allocating their schools' resources in a financially responsible manner. The Dean of the Perelman School of Medicine (PSOM) and other senior administrators in the School consult with department chairs and business administrators in annual budget meetings to review salaries and address any specific issues such as adjustments relating to equity, promotion and change in levels of responsibility.

In response to anticipated financial pressures in fiscal year 2014 and to address projected budgetary shortfalls, a merit pool below 3% was established. The two-month delay in increasing faculty salaries was a strategic decision to enable the School to address budgetary constraints and maximize the percentage increase to base salaries. In keeping with usual practices, salary increase guidelines were communicated to the department chairs who were in turn responsible for communicating those guidelines to their faculties. University procedures were followed and faculty members within the School were treated equitably.

D. Achieving Gender Equity at Penn

Issue of Concern. SCESF is concerned about the continuing gender inequity in faculty salaries observed over time and at all ranks. Further, this gap is widening rather than shrinking over time. The SCESF notes that this continued inequity is inconsistent with the aims of the Action Plan for Faculty Diversity (<http://www.upenn.edu/almanac/volumes/v58/n02/diversityplan.html>).

SCESF Recommendation: We urge the Vice Provost for Faculty to focus on reducing gender inequities in faculty salaries across the University. We recommend that the President, Provost, Vice Provost for Faculty and deans of the individual schools allocate specific funds, additional to those already allocated to the pool for merit increases, in order to address the persistent gender imbalance in faculty salaries at Penn. University-wide disparities in compensation based on gender, race, or any considerations other than merit are inconsistent with the ideals of the institution and are the responsibility of the University to correct.

Response: Ensuring gender equity is a top priority for the President, Provost and Vice Provost for Faculty. The Office of the Provost every year closely reviews salaries to monitor fairness and equity and to address unexplained differences in faculty salaries. A comprehensive review of salaries by gender was conducted in conjunction with the January 15, 2013 Progress Report on Gender Equity published in *Almanac*. The review found that "once additional variables for discipline, rank, time in rank, and status as endowed professor and/or department chair were added, the differences between men's and women's salaries declined to 2.6%. The University will analyze the data related to these modest differences between male and female salaries and make needed adjustments to address any unexplained differences. This will take time and resources. We are committed to working with the relevant deans to identify the necessary resources to move forward, and expeditiously address unexplained differences in salaries for men and women faculty.

E. Improving Communication and Enhancing Transparency and Fairness

Issue of Concern. The SCESF is concerned about the lack of transparency in regard to the process and considerations by which faculty salaries are determined, particularly with regard to the

determinants that go into the setting of the annual target for salary increases. Further, there has been a worrying trend in which merit increases for top administrators significantly exceed those for faculty, leading to an ever-increasing salary gap.

SCESF Recommendation: The SCESF recommends that the faculty be provided annually with an explanation of the determinants that go into establishing the pool for faculty salary increases, such as market conditions, cost of living increases and other financial indices that impact the University's decision. The SCESF also recommends that the Provost's office provide SCESF with additional data that help to assess the competitiveness of total faculty compensation, including both salaries and benefits, relative to other universities. Finally, the SCESF recommends that mean merit increases for faculty parallel those awarded to top administrators.

Response: In the spirit of transparency, the President, Provost, and Vice Provost for Faculty meet regularly throughout the year with the Faculty Senate Tri-Chairs. In addition, senior administrators from the areas of finance, budget, and human resources, including Craig Carnaroli and Jack Heuer, meet with the Faculty Senate upon request to explain policies and answer questions.

The University provides faculty with a competitive package of health, wellness, family-friendly and retirement benefits. The University remains committed to market competitive faculty benefits and as such conducts periodic reviews of faculty benefits in collaboration with the Division of Human Resources. The University administration regularly engages with the University Council's Committee on Personnel Benefits and the Faculty Senate Tri-Chairs. To better communicate benefits information, in 2014-15 the Division of Human Resources, in collaboration with the Faculty Senate and the Vice Provost for Faculty, launched a Faculty Benefits Newsletter, which was sent to all Penn faculty.

The Committee recommends that mean merit increases for faculty parallel those awarded to University Officers and other senior administrators as reported on the University's Form 990. The salaries of University administrators are informed by national markets relating to their particular administrative positions and the performance of the individuals who serve in those roles. The Committee concludes from its analysis of Form 990 data that senior administrators they designate as "Senior Non-medical Administrators" at Penn received a median raise of 5.6% for Fiscal Year 2014. In that year, 793 members of Penn's standing faculty received salary increases at or above 5%. Because the relevant job descriptions, qualifications and market comparisons for faculty and administrators are dramatically different, a simple comparison of average percentage increases is misleading. Nonetheless these data, taken as a whole, evince the University's commitment to ensuring equity in faculty and senior administrative salaries and rewarding outstanding performance in both groups.

VII. Members of the Committee

Gustavo Aguirre, VET/Clinical Studies
Peter Fader, Wharton/Marketing
Robert Hollebeek, SAS/Physics & Astronomy
Erika Holzbaur, MED/Physiology, Committee Chair
Andrea Troxel, MED/Biostatistics & Epidemiology
Ex officio:
Claire Finkelstein, LAW
Dwight Jaggard, ENG/Electrical & Systems Engineering
Reed Peyeritz, MED/Translational Medicine and Human Genetics

The Committee gratefully acknowledges the essential and invaluable assistance of Vicki Hewitt of the Office of the Faculty Senate. The Committee also notes that this year's report directly benefited from presentation and analysis described in reports from previous years, much of which is still relevant, and thus some of previous text is included here.

(Tables begin on next page)

VIII. Tables

Table 1

Average academic base salary percentage increases of continuing Penn standing faculty members by rank in comparison with the Consumer Price Index (CPI) and Penn Budget Guidelines

Group/Condition/Metric		FY 2013-2014
Full Professor	Mean	3.9%
	Median	3.0%
Associate Professor	Mean	4.5%
	Median	3.0%
Assistant Professor	Mean	3.4%
	Median	3.0%
All Three Ranks	Mean	3.9%
	Median	3.0%
US City Average CPI Growth	Mean	2.1%
Philadelphia CPI Growth	Mean	1.8%
Budget Guidelines	Mean	3.0%

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

FYs 2013-2014 CPI growth for the US and for Philadelphia are based on a change in CPI from June 2013 to June 2014.

Table 2

Percentage of continuing Penn standing faculty members awarded percentage salary increases exceeding the percentage growth in the Consumer Price Index (CPI) for Philadelphia

Schools and Disciplinary Areas	Percentage of all Standing Faculty with Salary Increases Exceeding Growth in the CPI (Philadelphia) FY 2013-2014
Annenberg	100.0%
Dental Medicine	81.5%
Design	96.8%
Engineering & Applied Science	95.0%
Graduate Education	97.0%
Humanities (A&S)	98.4%
Law	93.2%
Medicine—Basic Science	65.3%
Natural Science (A&S)	94.2%
Nursing	94.6%
Social Policy & Practice	100.0%
Social Science (A&S)	98.1%
Veterinary Medicine	80.7%
Wharton	95.7%
All Schools/Areas	91.3%
US City Average CPI Growth	2.1%
Philadelphia CPI Growth	1.8%
Budget Guidelines	3.0%

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing, and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

FYs 2013-2014 CPI growth for the US and for Philadelphia are based on a change in CPI from June 2013 to June 2014.

Table 3

Percentage of continuing Penn Full Professors awarded percentage salary increases exceeding the percentage growth in the Consumer Price Index (CPI) for Philadelphia

Schools and Disciplinary Areas	Percentage of all Full Professors with Salary Increases Exceeding Growth in the CPI (Philadelphia) FY 2013-2014
Annenberg	100.0%
Dental Medicine	76.2%
Design	100.0%
Engineering & Applied Science	94.0%
Graduate Education	100.0%
Humanities (A&S)	99.0%
Law	92.7%
Medicine—Basic Science	73.3%
Natural Science (A&S)	91.9%
Nursing	100.0%
Social Policy & Practice	100.0%
Social Science (A&S)	96.6%
Veterinary Medicine	78.1%
Wharton	94.7%
All Schools/Areas	91.3%
US City Average CPI Growth	2.1%
Philadelphia CPI Growth	1.8%
Budget Guidelines	3.0%

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

FYs 2013-2014 CPI growth for the US and for Philadelphia are based on a change in CPI from June 2013 to June 2014.

Table 4

Rank of mean salaries of Penn faculty by academic fields as compared to 60 selected universities participating in the American Association of Universities Data Exchange (AAUDE) survey.

Academic Field	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Full Professor						
Annenberg	1/38	1/40	1/41	1/41	1/39	1/43
Dental Medicine	11/43	2/44	9/45	10/45	9/43	9/44
Design	8/51	5/51	5/55	10/53	11/52	10/55
Engineering & Applied Science	14/53	11/53	13/57	13/55	14/54	13/58
Graduate Education	4/45	4/44	6/47	6/47	7/45	4/45
Humanities (A&S)	8/53	9/54	9/58	7/56	11/55	11/58
Law	7/39	7/37	8/40	7/39	8/38	7/39
Natural Science (A&S)	13/54	15/54	14/58	12/56	11/55	14/58
Nursing	2/25	2/24	1/17	1/19	1/19	1/21
Perelman—Basic Science	5/53	6/54	6/58	6/56	8/55	7/58
Social Policy & Practice	5/23	7/23	8/25	6/25	6/23	6/26
Social Science (A&S)	9/54	8/54	9/57	8/56	9/55	9/57
Veterinary Medicine	3/14	3/13	3/14	3/14	4/13	2/13
Wharton—Business & Management	5/50	4/51	5/55	5/53	2/52	3/55
Wharton—Public Policy	15/50	15/52	-	13/54	12/53	5/55
Wharton—Statistics	1/34	1/32	1/36	1/34	2/34	2/36
Associate Professor						
Annenberg	-	-	-	-	-	-
Dental Medicine	14/41	9/42	9/43	13/43	9/41	-
Design	6/51	3/51	3/55	1/51	3/51	3/52
Engineering & Applied Science	9/53	7/53	8/57	11/54	11/53	10/56
Graduate Education	5/44	4/44	8/48	8/45	9/44	9/44
Humanities (A&S)	6/53	12/54	12/57	11/55	13/54	12/57
Law	n/a	-	-	-	-	-
Natural Science (A&S)	11/54	14/54	14/58	15/56	17/55	17/58
Nursing	7/24	6/23	3/17	5/19	3/19	2/21
Perelman—Basic Science	5/53	7/54	8/58	4/55	4/54	3/57
Social Policy & Practice	3/24	-	-	-	-	-
Social Science (A&S)	11/54	8/54	7/57	8/56	14/55	10/56
Veterinary Medicine	8/14	9/13	11/14	6/14	6/13	7/13
Wharton—Business & Management	1/50	2/50	2/54	2/51	2/51	3/54
Wharton—Public Policy	-	-	-	-	-	-
Wharton—Statistics	2/27	-	3/31	2/27	2/30	-
Assistant Professor						
Annenberg	-	-	-	-	-	3/41
Dental Medicine	8/42	8/43	-	-	-	-
Design	7/49	4/50	6/55	6/51	4/50	5/54
Engineering & Applied Science	10/53	5/53	6/57	7/54	8/54	8/58
Graduate Education	6/45	6/43	7/47	-	15/43	12/44
Humanities (A&S)	17/53	14/54	14/58	14/56	17/55	14/58
Law	-	6/25	5/25	6/27	-	-
Natural Science (A&S)	15/54	15/54	15/58	15/56	22/55	16/58
Nursing	3/24	3/23	2/17	3/19	2/19	3/21
Perelman—Basic Science	7/53	10/54	8/58	6/56	9/55	9/58
Social Policy & Practice	6/24	6/25	6/25	-	5/24	5/26
Social Science (A&S)	13/54	11/54	8/57	7/56	8/55	7/57
Veterinary Medicine	6/14	5/13	6/14	5/14	5/12	5/13
Wharton—Business & Management	10/50	5/50	4/54	4/52	4/51	5/54
Wharton—Public Policy	-	1/51	-	1/54	1/53	1/52
Wharton—Statistics	1/33	-	-	-	-	-

NOTES: Median salary data from this particular data source is not complete, and therefore, the more complete average salary data set is used. The AAUDE survey instructions request academic base salaries and this was the metric used for submitting Penn faculty salaries.

Using the federal CIP (Classification of Instructional Programs) codes for 2000, departments at comparable universities were mapped to Penn Schools.

** Between Fall 2007 and Fall 2008, several modifications were made to CIP Code classifications for medical sciences. In Fall 2009, at the school's request, Wharton—Public Policy began being compared to Economics rather than Policy programs.

Calculations of rank only include those universities that have relevant departments. Therefore, the number of universities among which Penn is ranked varies by field.

Rank is suppressed for all cells which contain fewer than five Penn faculty members.

Table 5

Percentage differences in mean academic base salary levels of Full Professors at a sample of comparable research universities for Academic Years 2008-2009 through 2013-2014

Full Professor—Mean Academic Base Salaries: Percentage Differences*						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Columbia	3.4%	10.9%	9.3%	8.9%	13.5%	12.1%
Stanford	7.4%	6.6%	7.6%	7.6%	10.9%	11.9%
Chicago	6.0%	8.2%	8.7%	8.9%	8.9%	9.6%
Harvard	13.7%	12.4%	10.7%	9.3%	8.6%	7.7%
Princeton	6.4%	6.4%	6.2%	6.7%	7.0%	7.2%
Penn	\$169.4	\$170.1	\$175.1	\$181.6	\$187.0	\$192.3
Yale	3.1%	2.4%	1.1%	-0.7%	-0.4%	-0.1%
Duke	-4.8%	-5.5%	-6.7%	-3.5%	-3.6%	-3.1%
MIT	-5.4%	-5.4%	-5.3%	-5.4%	-4.4%	-3.3%
Dartmouth	-8.8%	-9.4%	-9.9%	-10.7%	-10.5%	-9.5%
Cornell	-8.9%	-8.8%	-9.9%	-10.9%	-14.5%	-14.2%
Brown	-13.6%	-14.3%	-13.9%	-13.7%	-14.0%	-14.4%

NOTES: Penn academic base mean salaries are based on standing faculty members at the rank of full professor. Excluded are all members of the Faculty of Medicine except basic scientists, and all standing faculty members who are appointed as Clinician Educators. Data Source: AAUP Salary Surveys.

*Universities are ordered from highest to lowest percentage difference for full professors as of 2013-2014. For each year reported, the difference between the Penn mean salary and the mean salary for a comparison university was computed as a percentage of the Penn salary.

Associate Professor

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Columbia	-1.7%	6.2%	8.9%	6.1%	12.9%	21.6%
Stanford	12.2%	12.9%	12.7%	11.4%	15.2%	17.3%
Princeton	0.2%	6.1%	7.4%	5.0%	10.1%	8.5%
MIT	-3.3%	0.7%	2.3%	2.1%	4.5%	6.4%
Harvard	-1.6%	6.1%	7.3%	2.6%	1.4%	3.6%
Duke	-6.0%	-6.9%	-7.6%	-2.8%	2.3%	1.1%
Penn	\$114.1	\$110.2	\$112.5	\$117.8	\$117.3	\$119.5
Chicago	-6.4%	-3.3%	-3.2%	-3.1%	0.3%	-0.5%
Yale	-12.5%	-10.7%	-7.7%	-7.8%	-3.6%	-1.0%
Cornell	-3.8%	-1.3%	-2.8%	-4.1%	-5.6%	-3.5%
Dartmouth	-8.7%	-5.0%	-4.6%	-7.9%	-4.9%	-4.9%
Brown	-19.5%	-16.6%	-14.0%	-15.7%	-11.9%	-10.0%

Assistant Professor

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Penn	\$98.0	\$102.3	\$106.8	\$112.3	\$116.2	\$118.0
Stanford	2.9%	-1.8%	-3.2%	-2.2%	-4.2%	-0.4%
Harvard	3.5%	2.1%	-2.6%	-2.2%	-2.4%	-3.0%
MIT	-0.5%	-1.7%	-6.4%	-8.5%	-8.5%	-5.8%
Columbia	-9.0%	-9.8%	-9.0%	-11.8%	-9.0%	-6.0%
Chicago	-0.3%	-2.2%	-5.9%	-8.6%	-11.6%	-10.5%
Duke	-6.5%	-12.2%	-18.4%	-14.5%	-16.3%	-12.3%
Princeton	-12.4%	-14.3%	-15.0%	-16.1%	-16.7%	-13.8%
Cornell	-4.6%	-9.8%	-9.6%	-13.6%	-15.8%	-16.6%
Yale	-12.2%	-16.3%	-18.1%	-20.1%	-18.9%	-18.7%
Dartmouth	-15.1%	-18.9%	-20.0%	-20.1%	-23.1%	-20.3%
Brown	-21.6%	-23.3%	-24.3%	-26.7%	-26.0%	-24.7%

Table 6

Full Professors: Median academic base salary percentage increases of faculty continuing in rank who were Penn Full Professors for FY2014, along with the first and third quartile salary increases

School/Area	First Quartile (Q1), Median (Md.), and Third Quartile (Q3) Percentage Salary Increases, FY 2013-2014		
	Q1	Md.	Q3
All Schools	2.4%	3.0%	3.5%
Annenberg	3.1%	3.4%	3.6%
Dental Medicine	1.5%	3.4%	3.8%
Design	2.5%	2.5%	2.8%
Engineering & Applied Science	2.8%	3.1%	4.0%
Graduate Education	3.0%	4.2%	5.0%
Humanities (A&S)	2.7%	2.8%	3.1%
Law	2.8%	3.2%	3.8%
Medicine—Basic Science	1.7%	2.0%	2.0%
Natural Science (A&S)	2.7%	2.9%	3.2%
Nursing	3.0%	3.5%	3.5%
Social Policy & Practice	-	3.0%	-
Social Science (A&S)	2.7%	3.0%	3.2%
Veterinary Medicine	2.0%	2.0%	2.0%
Wharton	2.8%	3.1%	3.9%

Budget Guidelines 3.0%

NOTES: The Budget Guideline is provided for comparison purposes. As per Penn policy, it is a guideline for the salary increment pool for all standing faculty members in each school, but not specifically for each rank.

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement, and deans of all schools.

Salary increases include increases from all sources (e.g., merit, market, retention).

The median (Md.) percentage salary increase is the mid-point of all increases within each school and rank (i.e., half of all increases are below the median and half are above).

The difference between the third (Q3) and first quartile (Q1) percentages provides a measure of variability in the percentages increases for each school and rank.

At the lower end of the salary increase percentages, 25% of all increases are below Q1, while 75% are above.

Median increases are reported only if the number of faculty members in a given school and rank is five or more; quartile increases are reported only if the number of faculty members is nine or more.

Table 7
Associate Professors: Median academic base salary percentage increases of faculty continuing in rank who were Penn Associate Professors for FY2014, along with the first and third quartile salary increases

School/Area	First Quartile (Q1), Median (Md.), and Third Quartile (Q3) Percentage Salary Increases FY 2013-2014		
	Q1	Md.	Q3
All Schools	2.5%	2.9%	3.5%
Annenberg	-	-	-
Dental Medicine	-	-	-
Design	-	-	-
Engineering & Applied Science	2.9%	3.3%	4.5%
Graduate Education	2.5%	3.8%	4.2%
Humanities (A&S)	2.7%	2.8%	3.3%
Law	-	-	-
Medicine—Basic Science	1.7%	2.0%	2.0%
Natural Science (A&S)	2.6%	2.8%	3.3%
Nursing	3.0%	3.0%	3.5%
Social Policy & Practice	-	-	-
Social Science (A&S)	2.8%	3.0%	3.5%
Veterinary Medicine	1.9%	2.0%	2.0%
Wharton	3.1%	3.3%	3.5%
Budget Guidelines		3.0%	

NOTES: The Budget Guideline is provided for comparison purposes. As per Penn policy, it is a guideline for the salary increment pool for all standing faculty members in each school, but not specifically for each rank.

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

Salary increases include increases from all sources (e.g. merit, market, retention).

The median (Md.) percentage salary increase is the mid-point of all increases within each school and rank (i.e. half of all increases are below the median and half are above).

The difference between the third (Q3) and first quartile (Q1) percentages provides a measure of variability in the percentages increases for each school and rank.

At the lower end of the salary increase percentages, 25% of all increases are below Q1, while 75% are above

Median increases are reported only if the number of faculty members in a given school and rank is five or more; quartile increases are reported only if the number of faculty members is nine or more.

Table 8
Assistant Professors: Median academic base salary percentage increases of faculty continuing in rank who were Penn Assistant Professors: for FY2014, along with the first and third quartile salary increases

School/Area	First Quartile (Q1), Median (Md.) and Third Quartile (Q3) Percentage Salary Increases FY 2013-2014		
	Q1	Md.	Q3
All Schools	2.7%	3.0%	3.4%
Annenberg	-	-	-
Dental Medicine	-	-	-
Design	2.5%	2.5%	3.0%
Engineering & Applied Science	3.0%	4.0%	4.3%
Graduate Education	-	3.0%	-
Humanities (A&S)	2.8%	2.9%	6.1%
Law	-	-	-
Medicine—Basic Science	1.7%	1.7%	1.9%
Natural Science (A&S)	2.7%	2.8%	2.9%
Nursing	-	3.0%	-
Social Policy & Practice	-	3.0%	-
Social Science (A&S)	2.9%	3.0%	3.2%
Veterinary Medicine	2.0%	2.0%	2.1%
Wharton	2.9%	3.0%	3.5%
Budget Guidelines		3.0%	

NOTES: The Budget Guideline is provided for comparison purposes. As per Penn policy, it is a guideline for the salary increment pool for all standing faculty members in each school, but not specifically for each rank.

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

Salary increases include increases from all sources (e.g., merit, market, retention).

The median (Md.) percentage salary increase is the mid-point of all increases within each school and rank (i.e., half of all increases are below the median and half are above).

The difference between the third (Q3) and first quartile (Q1) percentages provides a measure of variability in the percentages increases for each school and rank.

At the lower end of the salary increase percentages, 25% of all increases are below Q1, while 75% are above

Median increases are reported only if the number of faculty members in a given school and rank is five or more; quartile increase are reported only if the number of faculty members is nine or more.

Table 9
Mean academic base salary levels of Penn standing faculty members who continued in rank by rank.
 Faculty on paid leave or unpaid leave are reported at their full salary.

Rank	Academic Year	Average	Amount	Not Weighted	Weighted
Full Professor	2009-2010	Mean	\$172,615	1.78	1.85
		Median	\$158,337	1.95	1.84
	2010-2011	Mean	\$177,139	1.69	1.82
		Median	\$161,270	1.85	1.81
	2011-2012	Mean	\$183,176	1.66	1.81
		Median	\$166,463	1.80	1.79
2012-2013	Mean	\$188,537	1.64	1.82	
	Median	\$171,500	1.88	1.82	
Associate Professor	2009-2010	Mean	\$194,443	1.66	1.83
		Median	\$176,072	1.86	1.84
	2010-2011	Mean	\$110,058	1.13	1.24
		Median	\$99,550	1.23	1.22
	2011-2012	Mean	\$112,139	1.07	1.23
		Median	\$100,474	1.15	1.21
2012-2013	Mean	\$115,457	1.05	1.22	
	Median	\$102,929	1.11	1.20	
Assistant Professor	2009-2010	Mean	\$117,826	1.02	1.22
		Median	\$104,508	1.14	1.22
	2010-2011	Mean	\$119,064	1.02	1.22
		Median	\$106,900	1.13	1.24
	2011-2012	Mean	\$97,223	1.00	1.00
		Median	\$81,068	1.00	1.00
2012-2013	Mean	\$104,693	1.00	1.00	
	Median	\$87,105	1.00	1.00	
2013-2014	Mean	\$110,157	1.00	1.00	
	Median	\$92,400	1.00	1.00	
2013-2014	Mean	\$115,168	1.00	1.00	
	Median	\$91,400	1.00	1.00	
2013-2014	Mean	\$117,100	1.00	1.00	
	Median	\$94,480	1.00	1.00	

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

The data are weighted by the number of continuing faculty members at each rank in each school.

Table 10
Variability of academic base salary levels for faculty who continued in rank: first, second and third quartile median salary levels by rank and year

Rank/ Academic Year	Q1	Median	Q3	IQR	IQR to Median Ratio	# of Areas
Full Professor						
2009-2010	\$131,572	\$158,337	\$202,875	\$71,303	0.45	14
2010-2011	\$135,000	\$161,270	\$209,131	\$74,131	0.46	14
2011-2012	\$139,318	\$166,463	\$218,935	\$79,617	0.48	14
2012-2013	\$142,300	\$171,500	\$224,500	\$82,200	0.48	14
2013-2014	\$145,500	\$176,072	\$232,093	\$86,593	0.49	15
Associate Professor						
2009-2010	\$85,700	\$99,550	\$115,266	\$29,566	0.30	13
2010-2011	\$86,613	\$100,474	\$117,300	\$30,687	0.31	13
2011-2012	\$90,000	\$102,929	\$120,025	\$30,025	0.29	13
2012-2013	\$91,950	\$104,508	\$122,829	\$30,879	0.30	13
2013-2014	\$94,800	\$106,900	\$123,500	\$28,700	0.27	13
Assistant Professor						
2009-2010	\$73,750	\$81,068	\$106,080	\$32,330	0.40	14
2010-2011	\$76,000	\$87,105	\$135,000	\$59,000	0.68	14
2011-2012	\$78,849	\$92,400	\$146,000	\$67,151	0.73	14
2012-2013	\$82,025	\$91,400	\$158,000	\$75,975	0.83	13
2013-2014	\$83,659	\$94,480	\$161,000	\$77,341	0.82	14

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

Table 11
Percentage Salary Increase Distribution of Faculty Who Continued in Rank by Gender and Rank

Rank/Gender	First Quartile (Q1), Median (Md.), and Third Quartile (Q3) Percentage Salary Increases, FY 2013-2014			
	Q1	Md.	Q3	
Full Professor	Men	2.1%	2.9%	3.3%
	Women	2.7%	3.0%	3.6%
Associate Professor	Men	2.3%	2.9%	3.5%
	Women	2.5%	2.9%	3.4%
Assistant Professor	Men	2.7%	3.0%	3.5%
	Women	2.5%	3.0%	3.3%

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries.

Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools.

Table 12
Mean academic base salary levels of Penn standing faculty members who continued in rank by gender and rank.
Faculty on paid leave or unpaid leave are reported at their full salary.

Rank/Academic Year/Metric	Unweighted			Weighted			Men	Women	
	Women	Men	% Difference	Women	Men	% Difference	Unweighted	Weighted	
Full Professor									
2009-2010	Mean	\$161,532	\$175,440	8.6%	\$166,672	\$175,440	5.3%	\$13,908	\$8,768
	Median	\$148,541	\$160,000	7.7%	\$165,669	\$170,459	2.9%		
2010-2011	Mean	\$166,221	\$180,044	8.3%	\$171,246	\$180,044	5.1%	\$13,823	\$8,798
	Median	\$152,030	\$163,900	7.8%	\$169,116	\$175,273	3.6%		
2011-2012	Mean	\$172,035	\$186,174	8.2%	\$179,817	\$186,174	3.5%	\$14,139	\$6,357
	Median	\$158,631	\$169,112	6.6%	\$178,818	\$180,559	1.0%		
2012-2013	Mean	\$178,939	\$191,240	6.9%	\$187,183	\$191,240	2.2%	\$12,301	\$4,057
	Median	\$167,606	\$172,921	3.2%	\$185,992	\$186,997	0.5%		
2013-2014	Mean	\$183,418	\$197,811	7.8%	\$192,838	\$197,811	2.6%	\$14,393	\$4,973
	Median	\$169,373	\$179,000	5.7%	\$192,629	\$194,658	1.1%		
Associate Professor									
2009-2010	Mean	\$101,538	\$114,421	12.7%	\$111,580	\$114,421	2.5%	\$12,883	\$2,841
	Median	\$92,925	\$102,750	10.6%	\$109,374	\$108,377	-0.9%		
2010-2011	Mean	\$103,011	\$116,923	13.5%	\$111,945	\$116,923	4.4%	\$13,912	\$4,978
	Median	\$93,557	\$105,175	12.4%	\$111,297	\$110,787	-0.5%		
2011-2012	Mean	\$107,783	\$119,589	11.0%	\$118,674	\$119,589	0.8%	\$11,806	\$915
	Median	\$97,250	\$108,000	11.1%	\$116,981	\$116,890	-0.1%		
2012-2013	Mean	\$107,877	\$123,145	14.2%	\$119,369	\$123,145	3.2%	\$15,268	\$3,776
	Median	\$98,350	\$110,153	12.0%	\$120,389	\$119,917	-0.4%		
2013-2014	Mean	\$108,925	\$125,067	14.8%	\$118,973	\$125,067	5.1%	\$16,142	\$6,094
	Median	\$100,127	\$112,750	12.6%	\$121,603	\$123,491	1.6%		
Assistant Professor									
2009-2010	Mean	\$89,601	\$102,559	14.5%	\$99,455	\$102,559	3.1%	\$12,958	\$3,104
	Median	\$77,925	\$85,152	9.3%	\$97,554	\$99,938	2.4%		
2010-2011	Mean	\$98,764	\$108,534	9.9%	\$105,668	\$108,534	2.7%	\$9,770	\$2,866
	Median	\$82,250	\$90,253	9.7%	\$102,623	\$104,670	2.0%		
2011-2012	Mean	\$104,768	\$113,590	8.4%	\$109,710	\$113,590	3.5%	\$8,822	\$3,880
	Median	\$84,913	\$94,425	11.2%	\$106,715	\$110,943	4.0%		
2012-2013	Mean	\$104,802	\$121,832	16.3%	\$118,713	\$121,832	2.6%	\$17,030	\$3,119
	Median	\$86,398	\$97,732	13.1%	\$116,496	\$122,546	5.2%		
2013-2014	Mean	\$109,758	\$122,033	11.2%	\$117,706	\$122,033	3.7%	\$12,275	\$4,327
	Median	\$89,400	\$100,435	12.3%	\$115,251	\$118,373	2.7%		

NOTES: All salaries are converted to a nine-month base. Academic base salary increases pertain to all Penn standing faculty members with an appointment at the time of the fall census for both years. Faculty members on paid leave or unpaid leave are reported at their full salaries. Excluded are all members of the Faculty of Medicine except basic scientists, all Clinician Educators from four schools (Dental Medicine, Veterinary Medicine, Nursing and Social Policy & Practice), faculty members on phased retirement and deans of all schools. Female faculty members are weighted using male weights. Male weights are calculated as a ratio of male faculty in each school/area to the total number of male faculty at Penn. Percent difference is calculated as the difference between male and female salaries divided by the female salary. Negative percent differences occur when the female salary exceeds the male salary.