

Peer Salary Data by Discipline
For
The Academic Departments
of
Lehigh University
From
Fall 2000 National Salary Data

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Introduction

This report is the direct result of discussions between the Faculty Compensation Committee and the administration during the 1999 – 2000 academic year. The purpose of these discussions was to ensure that faculty compensation levels at Lehigh are fair and competitive. An explicit agreement emerged from these discussions that relevant comparative salary data would be collected from appropriate reference groups. In particular, there was a clear understanding that the first priority in the collection of data would be to obtain meaningful comparative salary data by discipline. We are reporting on the results of that effort for faculty salaries in the academic year 2000-2001.

The ultimate purpose of collecting comparative disciplinary salary data is to determine if there are areas in which Lehigh salaries are not competitive with peer institutions for comparable faculty members. However, the purpose of this report is to simply present accurately and completely all the relevant disciplinary salary data that was collected.

We recognize that the process of collecting comparative salary data for disciplines should evolve over several years. Suggestions for improving the collection and presentation of such data will be welcomed as we prepare for collecting faculty salary data for the current academic year.

Although we believe the process and results can be improved next year, we think we have collected sufficient information to provide a sound report that will be useful on two fronts. First this report will provide the Faculty Compensation Committee, the administration and other appropriate groups with an initial comparative overview of faculty salaries by discipline. Admittedly the data in some disciplines is more definitive than others. Second, the report will provide deans and department chairs with useful reference material for setting the salaries of individuals based on their merit. Consequently this report is being prepared in two formats. Besides this comprehensive report, deans will be given individual departmental reports.

Collecting faculty salary data of any kind from institutions is a delicate time-consuming business. Many details must be carefully worked out and tested to obtain reliable data that can be used to assess the competitiveness of an institution's salaries. Securing the cooperation of other institutions can be difficult. Furthermore, there are substantive issues of confidentiality that can usually be best managed by a neutral third party. Therefore, it was decided at the outset that we would use only data from established collectors of salary data with good collection protocols. *Lehigh did not directly collect any salary data from other universities.*

Work on this report began in the last months of 2000 with a search for sources of faculty salary data by discipline. Although some good sources were quickly located, all the data were one year old because the data were usually collected and analyzed in winter and spring. Consequently, reports like this one should be prepared from late spring to early summer. This year's experiences should also make the process more efficient in future years.

Also during the winter departments were asked to develop sets of peer institutions for their disciplines. The college deans forwarded these peer sets to us. These departmental sets of peers are always included with the rest of the data for the department. Some of these departmentally constructed peer sets are very credible; others seem to lack comparability and may warrant revision.

We also searched a wide range of professional societies for faculty salary data. Some of the professional societies have well-established surveys for collecting and reporting reliable salary data in the discipline. Such data was systematically collected and used. The most appropriate salary data from professional society salary reports was included along with a reference or link to the full report. We would particularly welcome information about additional sources of such data.

In addition to professional society data, we obtained comprehensive faculty salary data by discipline from the College and University Professional Association for Human Resources (CUPA-HR). The Association provides timely research data on such topics as faculty and administrative salaries and compensation practices. For example, CUPA-HR's annual publication *National Faculty Salary Survey by Discipline and Rank in Private Four-Year Colleges and Universities* provides salary information on full-time faculty members by rank (based on a 9- or 10-month academic year) across 80 disciplines in private institutions. Additional information on CUPA-HR's salary collection work can be found at <http://www.cupa.org>.

CUPA-HR also offers institutions special studies across all disciplines for self-selected sets of peers. One difficulty, however, with purchasing such special studies is that not every university in the selected set of peers will have submitted salary data in the same disciplines as Lehigh. Thus in quite a few disciplines we would not know exactly to which universities from our peer set we were comparing ourselves, only that they were a subset of a known group of universities. We were able to resolve this difficulty. By working with CUPA-HR we arranged a special study in which for each discipline we also obtained a list of the universities providing salary data used in the report for that discipline. The one condition CUPA-HR imposed was they would only provide such lists of eleven or more institutions.

Last year over forty private universities participated in the CUPA-HR faculty salary survey. Twenty-eight of them are classified as Tier 1 or Tier 2 National Universities in *America's Best Colleges* and are classified as Research or Doctoral in the Carnegie Classification. They were selected as Lehigh's peer set for a special CUPA-HR faculty salary study. Since only 130 universities out of 249 National Universities are ranked as Tier 1 or Tier 2 by *America's Best Colleges* and there are approximately 500 additional regional universities, selecting these twenty-eight as a peer set for a special study provided a reasonable control for quality and a sufficiently large sample to obtain good data.

The CUPA-HR Special Study provided salary data in 24 disciplines and the desired lists of actual peers used in 20 of them. (CUPA-HR never provides any data in a discipline when that data is submitted from fewer than four universities.) This data proved to be sufficient to provide some useful comparative salary data for every department at Lehigh as they stood in July of 2000. Consequently the CUPA-HR data

forms the backbone of this report. The full list of the twenty-eight universities selected for this study appears at the end of this introduction.

There are also confidentiality issues that must be managed. First, when fewer than 11 institutions provide salary data for a particular discipline, CUPA-HR does not list them individually. In a few cases we did not obtain as much data as we would have liked for this reason. Second, CUPA-HR has policies on the use of data in special studies that we must respect. Third, we cannot disclose information about salaries of individual Lehigh faculty members. Statements about Lehigh salaries have been limited to general statements about average faculty salaries by rank and discipline in reference to the comparative data presented. *No comments have been made about averages of less than four salaries of Lehigh faculty members.*

One problem that remains to be more satisfactorily resolved is the calibration of peer sets. By calibration we mean using academic data to judge the appropriateness of a peer set for a particular Lehigh academic department. Where available we have used NRC data for that purpose, and in a number of cases it does provide insights on the peer sets being used. But the NRC data has its drawbacks, and additional means of calibrating peers sets should be explored for next year's report.

A second problem with no easy *solution is matching the departments' peer sets with available salary data.* In the reports for individual departments the overlap between these different sets of universities was noted. In many cases the overlap is small. At the same time the peer sets for which salary data is available often appear to be relevant for Lehigh; in others they seem less so. Because we have no control over the universities that participate in salary surveys, this difficulty can never be completely resolved. Hopefully with additional sources of data and modified departmental peers, we will iteratively be able to better match better the peers selected by departments with the available salary data.

The next several paragraphs describe the structure of the individual reports for departments that form the body of this document and that will be provided to the deans for the departments in their colleges. Each departmental report begins with a one-page overview providing background and context for the report. It is reproduced only once in this overarching document and appears just prior to the departmental reports.

The main part of each departmental report is divided into three parts. In the first part the different peer sets are presented and where possible some context and calibration is provided. The most appropriate disciplinary salary data obtained is presented in the second part. For many departments salary data is presented from more than one source to provide a fuller picture of salaries in the discipline.

For most of the CUPA-HR data we know exactly which universities contributed to it. The lists of these universities are consistently referred to as the CUPA-HR peer set. Other sources of good salary data have no connections with a set of specific universities. In all cases we have provided the essential facts about the collection of the data and the location of additional data that was not included.

The last part attempts to show where Lehigh faculty salaries fit into the national salary data without revealing information about individual salaries. In some cases nothing can be said because of the size of the department. The Lehigh salary data used for the last part comes from the salary data for current faculty members in the fall of 2000 excluding only those on phased retirement.

Finally, the intelligent use of this document must be based on interpretations of the data in it by individuals. There will certainly be some differences in these interpretations and the resulting inferences. We hope differing views lead to constructive discussions. We ask only that people carefully read and fully understand the contents of these reports before drawing conclusions.

N.G.M.
October 12, 2001

**College and University Professional Association
for Human Resources
List of Peer Institutions for Lehigh University**

<i>American University</i>	<i>Massachusetts Institute of Technology</i>
Baylor University	<i>Pepperdine University</i>
Boston University	<i>Rensselaer Institute of Technology</i>
<i>Brown University</i>	<i>Saint Louis University</i>
<i>Case Western Reserve University</i>	<i>Southern Methodist University</i>
<i>Catholic University of America</i>	<i>Stanford University</i>
<i>Clarkson University</i>	<i>Texas Christian University</i>
<i>Emory University</i>	<i>Tulane University</i>
<i>Fordham University</i>	University of Miami
<i>George Washington University</i>	<i>University of San Diego</i>
<i>Georgetown University</i>	University of San Francisco
Illinois Institute of Technology	<i>Vanderbilt University</i>
<i>Johns Hopkins University</i>	<i>Washington University</i>
<i>Lehigh University</i>	<i>Worcester Polytechnic Institute</i>

Note: The universities in italics are among Lehigh's set of 45 peer institutions.

Cover Sheet for Individual Departmental Reports

Each disciplinary salary report is divided into three sections – Peer Sets, Peer Salary Data, and Lehigh Salary Data. The first provides an overview of different sets of peers; peer salary data for the discipline is presented in the second section; and the final section contains comments about the relationship between Lehigh salaries in the discipline and the national data.

Throughout this report the names of universities among Lehigh's 45 peer institutions appear in italics to indicate the overlap between disciplinary and university peers. For them, the Office of Institutional Research maintains a database of institution-wide data, should additional comparison data on these particular institutions be helpful.

Faculty salary data for all departments was obtained from the College and University Professional Association for Human Resources (CUPA-HR) through a special study. In addition, salary data was gathered from professional associations where possible. The 28 Tier 1 and 2 private universities that participated in the national CUPA-HR faculty salary survey was the general peer set for the special study. Not all the participating universities reported salaries in the same disciplines as Lehigh did. However, as part of the special study lists of the universities whose salary data was included for each discipline were provided by CUPA-HR when greater than 10. Consequently a CUPA-HR peer set is part of most of these disciplinary salary reports. In each case the discipline title as described in *A Classification of Instructional Programs, (1990)* and CIP number are included.

Any peer salary data in these reports, beyond the CUPA data, was obtained from professional societies or organizations with high collection standards. The data included was judged to be most appropriate for Lehigh. *The Office of Institutional Research did not directly collect any salary data from other institutions.* Although disciplinary salary data was systematically sought from professional societies and organizations, some sources of such data with acceptable collection protocols may have been missed in the search and information about them would be welcomed.

Comments about Lehigh salaries were carefully restricted to avoid revealing information about individual salaries. Specifically, remarks about average salaries in a department at Lehigh were restricted to averages of four or more faculty members and never presented as actual numbers.

To be useful the information and data in these reports will require interpretation, and various people may interpret the contents of them differently without detracting from their usefulness.

Peer Sets:

The Department of Art and Architecture recommended the following two sets of peers:

Art:

Harvard University
Columbia University
Carnegie Mellon University
Lafayette College
Bucknell University

Architecture:

Cornell University
Roger Williams University
New Jersey Institute of Technology
Penn State University
Northeastern University
Portland State University (OR)
Catholic University (DC)
Lafayette College

Because less than ten universities from the 28 in the general peer set for the CUPA-HR special study reported salary data in the area of Architecture and Related Programs (04.), CUPA-HR did not for reasons of confidentiality provide Lehigh with a list of participating peer institutions for this data.

Peer Salary Data:

Salary data for the Department of Art and Architecture was obtained both from CUPA-HR and from Higher Education Arts Data Services (HEADS). The CUPA-HR salary data presumably comes primarily from salaries in Architecture because they also collect data in Fine Arts and Art Studies (50.07). In contrast the HEADS data does not include any architecture programs.

The HEADS salary data is organized according to the number of majors, and again we do not know the actual peer set that the data represents. (A significant amount of non-salary data is also part of the HEADS data packages.) However, we do have a list of the several hundred institutions participating in the HEADS survey.

The Lehigh Art & Architecture Department had 63 majors enrolled as of Fall 2000. The HEADS salary data shows salaries at private institutions with 51 to 100 majors generally lower than the salaries for both 1 to 50 and 101 to 200 majors. Because of this anomaly in the data, we have also included the salary data for departments with 101 to 200 majors. The HEADS 2000-2001 tables of survey results appear on page 9 and are salaries for full-time Art & Design faculty at private institutions.

The CUPA-HR institutional averages shown below are presented in halves by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The column labeled Median denotes

the end of the first half. Thus, the ranges of the halves are from Min to Median and Median to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Halves - Selected Institutions
For Architecture and Related Programs

<u>Rank</u>	<u>Min</u>	<u>Median</u>	<u>Max</u>
Professor (8, 60)	\$63,515	\$73,234	\$107,500
Associate Professor (8, 60)	\$48,167	\$57,288	\$78,775
Assistant Professor (8, 53)	\$39,250	\$47,731	\$52,480

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the median would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 30 (or 50%) of the 60 professors have a salary above \$73,234; it could be more or less.

Lehigh Salary Data:

The average salary for professors in the Art and Architecture Department is in the third quartile of the HEADS salary data for departments with 101 to 200 majors and the first half of the CUPA-HR salary data appearing in the previous section. Any comments about associate professor salaries in Art and Architecture at Lehigh might reveal information about individual salaries. There are no assistant professors in this department.

Department of Art and Architecture

Institutions with 51 to 100 Art & Design majors:

Rank	<u>Number of Institutions Reporting</u>	<u>Lowest Individual Salary</u>	<u>5th Percentile Average Salary</u>	<u>25th Percentile Average Salary</u>	<u>50th Percentile Average Salary</u>	<u>75th Percentile Average Salary</u>	<u>95th Percentile Average Salary</u>	<u>Highest Individual Salary</u>	<u>Average All Institutions</u>
Professor	3	\$33,450	\$33,859	\$33,859	\$54,686	\$59,919	\$59,919	\$59,919	\$47,401
Associate Professor	6	\$28,000	\$29,555	\$32,787	\$43,297	\$46,111	\$51,358	\$54,188	\$36,872
Assistant Professor	6	\$26,000	\$26,651	\$31,833	\$37,000	\$38,500	\$40,804	\$40,804	\$32,970

Institutions with 101 to 200 Art & Design majors:

Rank	<u>Number of Institutions Reporting</u>	<u>Lowest Individual Salary</u>	<u>5th Percentile Average Salary</u>	<u>25th Percentile Average Salary</u>	<u>50th Percentile Average Salary</u>	<u>75th Percentile Average Salary</u>	<u>95th Percentile Average Salary</u>	<u>Highest Individual Salary</u>	<u>Average All Institutions</u>
Professor	7	\$28,977	\$28,977	\$52,705	\$57,003	\$72,021	\$78,510	\$85,085	\$65,642
Associate Professor	9	\$24,987	\$27,299	\$44,657	\$46,491	\$52,409	\$59,006	\$65,740	\$46,733
Assistant Professor	9	\$26,838	\$26,838	\$37,870	\$41,647	\$44,232	\$49,393	\$60,000	\$41,279

Peer Sets:

The Department of Biological Sciences recommended the following set of five peers:

<u>Institution</u>	Biochemistry and Molecular Biology		Cell and Developmental Biology	
	<u>NRC Score</u>	<u>NRC Rank</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Dartmouth College</i>	3.02	67	N/A	N/A
<i>Rice University</i>	3.39	45	2.65	89
<i>Vanderbilt University</i>	3.68	30	3.69	29
<i>Carnegie Mellon University</i>	3.45	41	N/A	N/A
<i>Brandeis University</i>	4.06	17	3.73	28

The following private universities along with Lehigh reported salaries in the discipline of Biology, General (26.01) and form the CUPA-HR peer set for the Department of Biological Sciences:

<u>Institution</u>	Biochemistry and Molecular Biology		Cell and Developmental Biology	
	<u>NRC Score</u>	<u>NRC Rank</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	*	*	*	*
<i>Baylor University</i>	N/A	N/A	N/A	N/A
<i>Boston University</i>	0.53	187	1.69	145
<i>Brown University</i>	3.09	62	3.08	59
<i>Case Western Reserve University</i>	3.35	48	3.38	42
<i>Catholic University of America</i>	0.93	181	1.50	156.5
<i>Clarkson University</i>	*	*	*	*
<i>Emory University</i>	2.86	76	3.20	52.5
<i>Fordham University</i>	N/A	N/A	1.16	164
<i>George Washington University</i>	2.31	119.5	1.50	156.5
<i>Georgetown University</i>	2.70	86	2.54	98.5

Illinois Institute of Technology	N/A	N/A	N/A	N/A
<i>Johns Hopkins University</i>	4.38	10.5	3.91	20
<i>Massachusetts Institute of Technology</i>	4.83	2.5	4.86	1
<i>Pepperdine University</i>	*	*	*	*
<i>Rensselaer Polytechnic Institute</i>	N/A	N/A	N/A	N/A
<i>Saint Louis University</i>	2.91	72	2.35	112
<i>Southern Methodist University</i>	1.43	174	N/A	N/A
<i>Stanford University</i>	4.83	2.5	4.55	6
<i>Texas Christian University</i>	*	*	*	*
<i>Tulane University</i>	2.00	139.5	2.28	119
University of Miami	2.49	105	3.33	46
<i>University of San Diego</i>	*	*	*	*
University of San Francisco	*	*	*	*
<i>Vanderbilt University</i>	3.68	30	3.69	29
<i>Washington University</i>	4.22	13	4.39	9
<i>Worcester Polytechnic Institute</i>	N/A	N/A	N/A	N/A

Because Lehigh's Biology programs were part of the last NRC survey of research and doctorate programs in two areas, we listed the NRC scores and ranks in both areas to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

Six of the 27 universities in the CUPA-HR peer set do not appear to offer a Ph.D. in any biological area and are marked with an *. Of those that participated in the NRC survey Biochemistry and Molecular Biology, the average score is 2.91 and the median rank is 74. For the participating universities in the NRC survey for Cell and Developmental Biology, the average score is 2.96 and the median rank is 75. Lehigh's NRC score in Biochemistry and Molecular Biology is 1.85 and its ranking is 148.5 out of 194. In Cell and Developmental Biology, Lehigh's NRC score in is 1.33 and its ranking is 162.5 out of 179.

Only Vanderbilt appears in both the Department's and CUPA-HR peer sets, which are quite different in character. The first appears to be more representative of the Biology Department's aspirations, and the second seems to provide more of a cross section of Biology departments at good private universities. Both are potentially useful.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Biological Sciences. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Biology - General

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (27, 244)	\$46,180	\$73,175	\$82,365	\$92,112	\$119,502
Associate Professor (26, 104)	\$50,000	\$56,861	\$62,060	\$66,190	\$76,096
Assistant Professor (27, 110)	\$40,609	\$46,060	\$51,350	\$54,491	\$65,117

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 61 (or 25%) of the 244 professors have a salary above \$92,112; it could be more or less.

Lehigh Salary Data:

The average salary for professors is in the second quartile, and the average salary for associate professors is in the third quartile of the average salary data for the CUPA-HR peer set. Any comments about assistant professor salaries in Biological Sciences at Lehigh would reveal salary information about a single individual.

Peer Sets:

The Department of Chemistry recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Brandeis University</i>	3.26	45/168
<i>Brown University</i>	3.02	56
<i>Carnegie Mellon University</i>	2.79	74
<i>Case Western Reserve University</i>	2.83	71
<i>Clarkson University</i>	2.10	110
<i>Dartmouth College</i>	3.07	54
<i>Duke University</i>	3.28	44
Georgia Institute of Technology	2.92	64
New Jersey Institute of Technology	N/A	N/A
<i>Notre Dame University</i>	2.94	62
<i>Rensselaer Polytechnic Institute</i>	2.55	82
Rutgers University	1.78	132.5
Seton Hall University	1.41	148
<i>Tufts University</i>	1.69	136.5
University of Delaware	2.80	73
<i>Vanderbilt University</i>	2.43	86
Villanova University	N/A	N/A

Because Lehigh's Chemistry Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Chemistry (40.05) and form the CUPA-HR peer set for the Department of Chemistry:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	1.14	156/168
Baylor University	1.64	141
Boston University	2.36	88.5

<i>Brown University</i>	3.02	56
<i>Case Western Reserve University</i>	2.83	71
<i>Catholic University of America</i>	1.08	160.5
<i>Clarkson University</i>	2.10	110
<i>Emory University</i>	3.37	38
<i>Fordham University</i>	N/A	N/A
<i>George Washington University</i>	0.93	163
<i>Georgetown University</i>	2.17	101.5
<i>Johns Hopkins University</i>	3.74	27
<i>Massachusetts Institute of Technology</i>	4.86	5
<i>Pepperdine University</i>	N/A	N/A
<i>Rensselaer Polytechnic Institute</i>	2.55	82
<i>Saint Louis University</i>	N/A	N/A
<i>Southern Methodist University</i>	N/A	N/A
<i>Stanford University</i>	4.87	3.5
<i>Texas Christian University</i>	2.07	112
<i>Tulane University</i>	1.90	121.5
<i>University of Miami</i>	1.67	138
<i>University of San Diego</i>	N/A	N/A
<i>University of San Francisco</i>	N/A	N/A
<i>Vanderbilt University</i>	2.43	86
<i>Washington University</i>	3.04	55
<i>Worcester Polytechnic Institute</i>	0.81	164.5

Only four universities (Case Western Reserve University, Clarkson University, Rensselaer Polytechnic Institute, and Vanderbilt University) appear in both sets of peers, but the distributions with respect to NRC scores and ranks of both peer sets is similar. In particular, the average NRC score for the first is 2.59 and 2.42 for the second, and the medians of the ranks are 73 and 95 respectively. Lehigh's NRC score in Chemistry is 2.48 and its ranking is 84 out of 168.

Peer Salary Data:

The next table is a display of the results from the American Chemical Society's 1999 Comprehensive Salary and Employment Status Survey. The full ACS Salaries 1999 report can be found at:

<http://chemistry.org/portal/servlet/resources/org/chemistry/avercom/display/ContentRetrievalServlet/ACS/ACSContent/careers/empres/wwwcs99.pdf>

Only the survey results for 9/10 month chemistry faculty members from private PhD-granting institutions across the United States are presented below. The following quote from the report describes the methodology used by ACS:

“The target population of the ACS Comprehensive Salary and Employment Status Survey is ACS members under the age of 70 who have U.S. mailing addresses and have neither student, retired, or emeritus membership status. The year, a general set was drawn from a database consisting of all members meeting the above criteria. The survey questionnaires were mailed to 20,950 members by first-class mail during the week of February 26, 1999. The second mailing consisted of a reminder postcard mailed about a week after the first mailing. A follow-up third mailing consisting of the survey questionnaire was sent to non-respondents during the week of March 26. By the May 15th cut-off date, 10,605 usable questionnaires (51 percent of the original mailing) had been returned. The 51 percent response rate represents an increase of 3 percent over the 1998 survey. In 1998, the response rate of 48 percent represented a drop of 5 percent over 1997. This drop was thought to be partly due to the addition of a complex benefits section to the 1998 questionnaire and to the long-term and continued decline in response rates in general.”

<u>Rank</u>	<u>Count</u>	<u>Mean</u>	<u>Std Dev</u>	<u>25th percentile</u>	<u>Median</u>	<u>75th percentile</u>
Professor	73	\$92,222	\$26,603	\$77,150	\$91,500	\$105,000
Associate Professor	23	\$56,212	\$9,609	\$51,000	\$56,400	\$61,000
Assistant Professor	19	\$52,871	\$19,995	\$40,500	\$48,000	\$57,200

The CUPA-HR institutional averages shown on the next page are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Quartile - Selected Institutions
 For Chemistry

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (28, 231)	\$60,125	\$77,944	\$87,539	\$96,195	\$139,652
Associate Professor (25, 76)	\$50,300	\$55,324	\$60,700	\$64,500	\$75,859
Assistant Professor (28, 86)	\$42,808	\$48,445	\$51,844	\$54,028	\$64,619

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 57 (or 25%) of the 231 professors have a salary above \$96,195; it could be more or less.

Lehigh Salary Data:

The average salary for Chemistry professors at Lehigh is in the fourth quartile of the CUPA-HR salary data appearing in the previous section. Any comments about associate and assistant professor salaries might reveal information about individual salaries. In 1999-2000 salaries for professors in Chemistry were distributed across all four quartiles of the ACS salary data for private PhD-granting institutions in the United States.

Peer Sets:

The Department of Earth & Environmental Sciences recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Brown University</i>	4.11	12/100
<i>Dartmouth College</i>	3.08	40.5
<i>Duke University</i>	2.99	43
<i>Johns Hopkins University</i>	3.95	17
<i>Princeton University</i>	4.01	9
<i>Rensselaer Polytechnic Institute</i>	3.03	42
<i>Rice University</i>	3.53	25
SUNY Stony Brook	3.40	29.5
<i>University of Rochester</i>	2.96	46.5
University of Virginia	2.71	54.5
University of Wisconsin	3.77	16
<i>Washington University</i>	3.17	37

Because Lehigh's Earth and Environmental Science Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Geological and Related Sciences (40.06) and form the CUPA-HR peer set for the Department of Department of Earth & Environmental Sciences:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
Baylor University	N/A	N/A
Boston University	2.54*	88/129*
<i>Brown University</i>	4.11	12/100
<i>Case Western Reserve University</i>	2.33	80.5/100
<i>George Washington University</i>	1.16	100/100
<i>Rensselaer Polytechnic Institute</i>	3.03	42/100

<i>Saint Louis University</i>	2.73	57/100
<i>Southern Methodist University</i>	2.74	55/100
<i>Stanford University</i>	4.15	9.5/100
<i>Texas Christian University</i>	N/A	N/A
<i>Tulane University</i>	2.58*	83/129*
University of Miami	2.92	48/100
<i>Vanderbilt University</i>	2.73*	75/129*

Because 5 of the 13 universities in the CUPA-HR peer set did not participate in the NRC survey for Geosciences, we substituted the Ecology, Evolution and Behavior score and rank where possible. These scores and ranks are marked with an *. Texas Christian University does not appear to have any graduate programs in either area. Lehigh's NRC score in Geosciences is 2.69 and its ranking is 59 out of 100. Lehigh did not participate in the NRC survey for the area of Ecology, Evolution, and Behavior. All the universities in the department selected peer set participated in the Geosciences part of the NRC survey, and their average score is 3.39 and the median rank is 33.5.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Earth and Environmental Sciences. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown on the next page are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges of the thirds are from Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Thirds - Selected Institutions
 For Geological and Related Sciences

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (12, 86)	\$62,134	\$78,217	\$83,262	\$108,684
Associate Professor (13, 37)	\$47,384	\$58,051	\$61,305	\$79,450
Assistant Professor (10, 26)	\$44,433	\$46,463	\$54,244	\$65,470

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 28 (or 33%) of the 86 professors have a salary above \$83,262; it could be more or less.

Lehigh Salary Data:

The average salary for professors and associate professors of Earth and Environmental Science at Lehigh is the middle third of the CUPA-HR salary data presented in the previous section. Any comments about assistant professor salaries would reveal information about individual salaries.

Peer Samples:

The Department of English recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Brandeis University</i>	3.09	44/127
<i>Case Western Reserve University</i>	2.11	90.5
<i>Rice University</i>	2.95	53
<i>Tufts University</i>	2.64	70
<i>University of Rochester</i>	3.05	46
<i>Vanderbilt University</i>	3.33	30.5
<i>Washington University</i>	3.02	50

Because Lehigh's English Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected, but rarely of a magnitude of 0.50 or greater in the score and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of English Language and Literature General (23.01), and form the CUPA-HR peer set for the Department of English:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	*	*
<i>Baylor University</i>	1.19	119/127
<i>Boston University</i>	2.72	65
<i>Brown University</i>	3.99	14
<i>Case Western Reserve University</i>	2.11	90.5
<i>Catholic University of America</i>	1.14	120.5
<i>Clarkson University</i>	*	*
<i>Emory University</i>	3.33	30.5
<i>Fordham University</i>	1.65	110.5
<i>George Washington University</i>	N/A	N/A
<i>Georgetown University</i>	*	*
<i>Johns Hopkins University</i>	N/A	N/A
<i>Massachusetts Institute of Technology</i>	*	*

<i>Pepperdine University</i>	*	*
<i>Saint Louis University</i>	2.56	72
<i>Southern Methodist University</i>	*	*
<i>Stanford University</i>	4.55	5.5
<i>Texas Christian University</i>	N/A	N/A
<i>Tulane University</i>	2.26	83
University of Miami	2.57	71
<i>University of San Diego</i>	*	*
University of San Francisco	*	*
<i>Vanderbilt University</i>	3.04	58
<i>Washington University</i>	N/A	N/A
<i>Worcester Polytechnic Institute</i>	*	*

Nine of the 25 universities in the CUPA-HR peer set do not offer a Ph.D. in English and are marked with an *. Of the 12 that participated in the NRC survey the average score is 2.59 and the median rank is 71.5. The average NRC score for the departmental peer set is 2.88. Lehigh's NRC score in English is 1.56 and its ranking is 114 out of 127.

Only Vanderbilt appears in both peer sets, which are quite different in character. The first appears to be more representative of the English Department's aspirations, and the second seems to provide more of a cross section of English departments at good private universities. Both are potentially useful.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for English. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Quartile – Selected Institutions
 For English Language and Literature, General

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (26, 264)	\$61,075	\$76,430	\$81,360	\$88,293	\$128,600
Associate Professor (26, 183)	\$48,456	\$53,390	\$56,835	\$65,900	\$88,350
Assistant Professor (24, 139)	\$39,186	\$43,133	\$46,206	\$49,266	\$58,683

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 66 (or 25%) of the 264 professors have a salary above \$88,293; it could be more or less.

Lehigh Salary Data:

The average salary for professors of English at Lehigh is in the second quartile for professors in the CUPA-HR salary table in the previous section, and the average for assistant professors is in the first quartile. Any comments about associate professor salaries in English at Lehigh might reveal information about individual salaries.

Peer Sets:

The Department of History has recommended the following set of peers:

Boston College	<i>Rice University</i>
<i>Brandeis University</i>	<i>Tufts University</i>
<i>Carnegie Mellon University</i>	<i>University of Notre Dame</i>
<i>Case Western Reserve University</i>	<i>University of Rochester</i>
<i>Georgetown University</i>	University of Southern California
New York University	<i>Washington University in St. Louis</i>

The following private universities along with Lehigh reported salaries in the discipline of History (45.08) and form the CUPA-HR peer set for the Department of History:

<i>American University</i>	<i>Pepperdine University</i>
Baylor University	<i>Saint Louis University</i>
Boston University	<i>Southern Methodist University</i>
<i>Brown University</i>	<i>Stanford University</i>
<i>Case Western Reserve University</i>	<i>Texas Christian University</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Clarkson University</i>	University of Miami
<i>Emory University</i>	<i>University of San Diego</i>
<i>Fordham University</i>	University of San Francisco
<i>George Washington University</i>	<i>Vanderbilt University</i>
<i>Georgetown University</i>	<i>Washington University</i>
<i>Johns Hopkins University</i>	<i>Worcester Polytechnic Institute</i>
<i>Massachusetts Institute of Technology</i>	

Three of the ten departmental peers (Case Western Reserve University, Georgetown University and Washington University) are also in the CUPA-HR peer set.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for History. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For History

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (24, 206)	\$60,983	\$79,088	\$83,305	\$94,895	\$112,875
Associate Professor (25, 137)	\$46,946	\$52,600	\$56,175	\$60,065	\$67,540
Assistant Professor (25, 100)	\$38,629	\$41,646	\$46,050	\$49,437	\$61,105

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 51 (or 25%) of the 206 professors have a salary above \$94,895; it could be more or less.

Lehigh Salary Data:

The average salary for professors of History at Lehigh is in the first quartile and the average salary for associate professors is in the third quartile for the CUPA-HR peer set. Any comments about assistant professor salaries in History at Lehigh could reveal salary information about individuals.

Peer Sets:

The Department of International Relations recommended the following set of peers:

Brandeis University (Politics)

Johns Hopkins University (International
Public Policy International Relations,
International Studies)

Columbia University (Political Science,
International & Public Affairs)

Massachusetts Institute of Technology
(Political Science)

Dartmouth College (Government)

Princeton University (Politics)

Duke University (Political Science)

Tufts University (Political Science)

Emory University (Political Science)

University of Rochester (Political Science)

George Washington University (Political
Management, Political Science)

Vanderbilt University (Political Science)

Georgetown University (Government,
International Politics, International
Economy, International Political Economy,
Political Economy)

Washington University (International
Studies, Political Economy, Political
Science)

The name(s) in parenthesis behind each university name is the name(s) of the department(s) that might contain international relations scholars at that university.

The majority of the universities' departments seem clearly to be those that would submit disciplinary data under the Political Science and Government (45.10) program label. Consequently, the CUPA-HR salary data for Political Science and Government will also be used for the Department of International Relations.

The following private universities along with Lehigh reported salaries in the discipline of Political Science and Government (45.10) and will be used as the CUPA-HR peer set for the Department of International Relations:

American University

Massachusetts Institute of Technology

Baylor University

Pepperdine University

Boston University

Saint Louis University

Brown University

Southern Methodist University

Case Western Reserve University

Stanford University

Catholic University of America
Clarkson University
Emory University
Fordham University
George Washington University
Georgetown University
Johns Hopkins University

Texas Christian University
Tulane University
University of Miami
University of San Diego
University of San Francisco
Vanderbilt University
Washington University

Seven of the fourteen departmental peers (Emory University, George Washington University, Georgetown University, Johns Hopkins University, Massachusetts Institute of Technology, Vanderbilt University, and Washington University) are also in the CUPA-HR peer set.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Political Science. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Quartile - Selected Institutions
 For Political Science and Government

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (24, 191)	\$57,975	\$74,458	\$90,508	\$98,585	\$131,189
Associate Professor (23, 151)	\$42,235	\$55,057	\$60,759	\$67,191	\$83,700
Assistant Professor (19, 138)	\$41,020	\$49,125	\$52,665	\$54,167	\$62,915

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 47 (or 25%) of the 191 professors have a salary above \$98,585; it could be more or less.

Lehigh Salary Data:

The average salary in the Department of International Relations at Lehigh for professors is in the second quartile of average salary data for the CUPA-HR peer set. Any comments about associate professor salaries would reveal information about a single individual.

Peer Sets:

The Department of Journalism and Communication has recommended the following set of peers:

<i>American University</i>	<i>Pepperdine University</i>
<i>Clark University</i>	<i>Stanford University</i>
<i>Emory University</i>	<i>Tufts University</i>
<i>Fordham University</i>	<i>University of San Diego</i>
<i>George Washington University</i>	<i>Vanderbilt University</i>
<i>Loyola University of Chicago</i>	<i>Wake Forest University</i>
<i>Marquette University</i>	<i>Washington University</i>

The following private universities along with Lehigh reported salaries in the discipline of Communications (09.00) and form the CUPA-HR peer set for the Department of Journalism and Communication:

<i>Baylor University*</i>	<i>Stanford University</i>
<i>Boston University*</i>	<i>Texas Christian University*</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Fordham University</i>	<i>University of Miami</i>
<i>George Washington University*</i>	<i>University of San Diego</i>
<i>Pepperdine University*</i>	<i>University of San Francisco</i>
<i>Saint Louis University*</i>	<i>Vanderbilt University</i>
<i>Southern Methodist University</i>	

The ones marked with a * have departments of Journalism or Journalism and Communications. Six universities (Fordham University, George Washington University, Pepperdine University, Stanford University, University of San Diego, and Vanderbilt University) appear on both sets of peers.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Journalism and Communication. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges of the thirds are from Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Thirds - Selected Institutions
For Communications

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (12, 76)	\$61,250	\$70,407	\$80,519	\$100,701
Associate Professor (14, 92)	\$44,150	\$54,580	\$59,454	\$69,971
Assistant Professor (16, 76)	\$40,390	\$44,495	\$47,749	\$57,472

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 25 (or 33%) of the 76 professors have a salary above \$80,519; it could be more or less.

Lehigh Salary Data:

Because of the size of the Department of Journalism and Communication any comments about average salaries in the department by rank might reveal information about individual salaries.

Peer Sets:

The Department of Mathematics recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Washington University</i>	3.42	39/139
<i>Carnegie Mellon University</i>	3.41	40
<i>University of Notre Dame</i>	3.11	46
<i>Dartmouth College</i>	2.97	53
<i>University of Rochester</i>	2.90	58.5
<i>Vanderbilt University</i>	2.39	88
<i>Case Western Reserve University</i>	2.38	89
<i>Polytechnic University</i>	2.18	99.5
<i>Drexel University</i>	1.97	110
<i>Wesleyan University</i>	2.12	102.5

Because Lehigh's Mathematics Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

Every year the American Mathematical Society (AMS) publishes the results of its extensive salary survey. The AMS breaks universities with doctoral programs in mathematics into 3 groups using the NRC ratings. Lehigh, with its NRC rating of 2.22, fits very naturally into the AMS Group II, which consists of departments with an NRC rating of between 2 and 3. The full AMS salary survey can be found on-line at <http://www.ams.org/notices/200102/2000-survey-first-rpt.pdf>. The following table lists the universities in Group II:

Group II (Scores between 2.00 and 2.99); 56 departments

Arizona State University	University of California, Irvine
Auburn University	University of California, Riverside
<i>Case Western Reserve University</i>	University of California, Santa Cruz
Claremont Graduate University	University of Cincinnati
Clemson University	University of Colorado, Boulder
Colorado State University	University of Connecticut
<i>Dartmouth College</i>	University of Delaware
Florida State University	University of Florida
Iowa State University	University of Georgia
Kansas State University	University of Hawaii
Kent State University	University of Houston
<i>Lehigh University</i>	University of Iowa
Louisiana State University, Baton Rouge	University of Kentucky
North Carolina State University, Raleigh	University of Massachusetts, Amherst
Northeastern University	University of Miami
Oregon State University	University of Missouri, Columbia
Polytechnic University	University of Nebraska, Lincoln
State University of New York, Albany	University of North Texas
State University of New York, Binghamton	University of Oklahoma
State University of New York, Buffalo	University of Pittsburgh
Syracuse University	<i>University of Rochester</i>
Temple University	University of South Carolina
Texas A&M University	University of Tennessee
Texas Tech University	University of Texas, Arlington
<i>Tulane University</i>	<i>Vanderbilt University</i>
University of Arizona	Virginia Polytechnic Institute & State University
University of California, Davis	Washington State University

The following private universities along with Lehigh reported salaries in the discipline of Mathematics (27.0) and form the CUPA-HR peer set for the Department of Mathematics:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	*	*
Baylor University	*	*
Boston University	3.03	51/139
<i>Brown University</i>	3.73	27
<i>Case Western Reserve University</i>	2.38	89
<i>Catholic University of America</i>	*	*
<i>Clarkson University</i>	1.68	120
<i>Emory University</i>	N/A	N/A
<i>Fordham University</i>	*	*
<i>George Washington University</i>	1.26	131.5
<i>Georgetown University</i>	*	*
Illinois Institute of Technology	*	*
<i>Johns Hopkins University</i>	3.04	49.5
<i>Massachusetts Institute of Technology</i>	4.92	3
<i>Pepperdine University</i>	*	*
<i>Rensselaer Polytechnic Institute</i>	3.02	52
<i>Saint Louis University</i>	1.63	121
<i>Southern Methodist University</i>	1.83	116
<i>Stanford University</i>	4.68	6
<i>Texas Christian University</i>	*	*
<i>Tulane University</i>	2.59	77
University of Miami	2.12	102.5
<i>University of San Diego</i>	*	*
University of San Francisco	*	*
<i>Vanderbilt University</i>	2.39	88
<i>Washington University</i>	3.42	39
<i>Worcester Polytechnic Institute</i>	*	*

Eleven of the 27 universities in the CUPA-HR peer set do not appear to offer a Ph.D. in Mathematics and are marked with an *. Of the 15 that participated in the NRC survey the average score is 2.77 and the median rank is 77. Lehigh has an NRC score of 2.22 and a ranking of 97th out of 139 institutions.

From the Mathematics Department's list, Washington University, Carnegie Mellon University, and the University of Notre Dame are in Group I. The rest are in Group II

except Drexel, which is in Group III. Four of the Universities in CUPA-HR peer set belong to the AMS Group II universities. Three of the ten departmental peers (Case Western Reserve University, Vanderbilt University, and Washington University) are also in the CUPA-HR peer set.

The AMS peer set is the most homogenous peer set in mathematical quality but least homogenous by type of institution. The reverse is true of the CUPA-HR set of peers. The departmental peer set probably lies somewhere between the AMS and CUPA-HR sets of peers.

Peer Salary Data:

The AMS asked departments to report for each rank the number of tenured and tenure-track faculty whose 2000-2001 academic-year salaries fall within given salary intervals. According to the AMS report dated February 2001, “reporting salary data in this fashion eliminates some of the concerns about confidentiality but does not permit determination of actual quartiles. What can be determined is the salary interval in which the quartiles occur.” The following is a display of the AMS survey results:

Group II Faculty Salaries
Doctoral degree-granting departments of mathematics (56)
46 Responses (82.1%)

<u>Rank</u>	< ----- 2000-2001 ----- >					<u>1999-2000</u> <u>Mean</u>
	<u>Number</u> <u>Reported</u>	<u>Q1</u>	<u>Median</u>	<u>Q3</u>	<u>Mean</u>	
Assistant Professor	206	\$45,000 to \$50,000	\$45,000 to \$50,000	\$50,000 to \$55,000	\$50,263	\$48,200
Associate Professor	417	\$50,000 to \$55,000	\$55,000 to \$60,000	\$60,000 to \$65,000	\$57,314	\$55,507
Full Professor	955	\$65,000 to \$70,000	\$75,000 to \$80,000	\$85,000 to \$90,000	\$79,545	\$77,005

The CUPA-HR institutional averages shown in the next table are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest

institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Mathematics

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (22, 292)	\$57,806	\$80,096	\$86,203	\$94,023	\$131,460
Associate Professor (26, 149)	\$49,383	\$57,628	\$60,480	\$65,158	\$88,500
Assistant Professor (27, 126)	\$39,350	\$47,617	\$51,095	\$55,185	\$63,661

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 73 (or 25%) of the 292 professors have a salary above \$94,023: it could be more or less.

Lehigh Salary Data:

For the Department of Mathematics, the average salary of the professors is in the third quartile of the AMS salary data and the second quartile of the CUPA-HR salary data. The average salary of the associate professors is also in the second quartile of the CUPA-HR data and therefore is close to the median of the AMS data. There are no assistant professors in the Mathematics Department.

Peer Set:

The Department of Modern Languages and Literature has recommended the following set of peers:

<i>American University</i>	<i>Loyola University of Chicago</i>
<i>Carnegie Mellon University</i>	<i>Massachusetts Institute of Technology</i>
<i>Case Western Reserve University</i>	<i>St. Louis University</i>
<i>Catholic University</i>	<i>Southern Methodist University</i>
<i>Fordham University</i>	<i>University of Rochester</i>

The following private universities along with Lehigh reported salaries in the discipline of Foreign Languages and Literature (16.01) and form the CUPA_HR peer set for the Department of Modern Languages and Literature:

<i>American University</i>	<i>Massachusetts Institute of Technology</i>
<i>Baylor University</i>	<i>Saint Louis University</i>
<i>Boston University</i>	<i>Southern Methodist University</i>
<i>Brown University</i>	<i>Stanford University</i>
<i>Case Western Reserve University</i>	<i>Texas Christian University</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Emory University</i>	<i>University of Miami</i>
<i>Fordham University</i>	<i>University of San Diego</i>
<i>George Washington University</i>	<i>University of San Francisco</i>
<i>Georgetown University</i>	<i>Washington University</i>
<i>Johns Hopkins University</i>	<i>Worcester Polytechnic Institute</i>

Seven universities (American University, Case Western Reserve University, Catholic University, Fordham University, Massachusetts Institute of Technology, St. Louis University, Southern Methodist University) appear in both sets of peers.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Foreign Languages and Literature. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Foreign Languages and Literature

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (20, 108)	\$55,375	\$63,665	\$79,879	\$91,358	\$116,750
Associate Professor (23, 138)	\$47,002	\$50,743	\$55,425	\$58,093	\$72,439
Assistant Professor (20, 112)	\$39,183	\$42,054	\$44,415	\$47,220	\$55,061

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 27 (or 25%) of the 108 professors have a salary above \$91,358; it could be more or less.

Lehigh Salary Data:

The average salary for associate professors in the Department of Modern Languages and Literature is in the second quartile of the CUPA-HR salary table in the previous section. Any comments about professor or assistant professor salaries in Modern Languages and Literature at Lehigh might reveal information about individual salaries.

Peer Sets:

The Department of Music has recommended the following set of peers:

<i>Brandeis University</i>	<i>Southern Methodist University</i>
<i>Clark University</i>	<i>Texas Christian University</i>
<i>Dartmouth College</i>	<i>University of San Diego</i>
<i>Pepperdine University</i>	<i>Wake Forest University</i>

The following private universities along with Lehigh reported salaries in the discipline of Music 50.09 and form the CUPA-HR peer set for the Department of Music:

<i>Baylor University</i>	<i>Pepperdine University</i>
<i>Boston University</i>	<i>Southern Methodist University</i>
<i>Brown University</i>	<i>Stanford University</i>
<i>Case Western Reserve University</i>	<i>Texas Christian University</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Emory University</i>	<i>University of Miami</i>
<i>Fordham University</i>	<i>Vanderbilt University</i>
<i>George Washington University</i>	<i>Washington University</i>
<i>Massachusetts Institute of Technology</i>	<i>Worcester Polytechnic Institute</i>

Three of the eight departmental peers (Pepperdine University, Southern Methodist University, and Texas Christian University) are also in the CUPA-HR peer set.

Peer Salary Data:

Salary data for Music was obtained both from CUPA-HR and from Higher Education Arts Data Services (HEADS). (A significant amount of non-salary data is also part of the HEADS data packages). The HEADS 2000-2001 salary data appears on page 39 and is organized according to the number of majors, and we do not know the actual peer set that the data represents. However, we do have a list of the several hundred institutions participating in the HEADS survey. The HEADS salary data does not differ significantly between those departments with 1 to 50 majors like Lehigh and those departments with 51 to 100 majors. There is a noticeable change above 100 majors.

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the lower and middle thirds. Thus, the ranges of the thirds are from Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Thirds - Selected Institutions
For Music

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (19, 105)	\$57,977	\$64,799	\$78,930	\$89,350
Associate Professor (19, 112)	\$44,749	\$53,762	\$59,283	\$74,999
Assistant Professor (19, 69)	\$39,406	\$42,162	\$47,125	\$57,472

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that 35 (or 33%) of the 105 professors have a salary above \$78,930; it could be more or less.

Lehigh Salary Data:

Because of the size of the Music Department any comments about average salaries for by rank might reveal information about individual salaries.

HEADS 2000-2001 Survey Results
 For Full-time Faculty at Private Institutions
 With 1 to 50 Music Majors

<u>Rank</u>	<u>Number of Institutions Reporting</u>	<u>Lowest Individual Salary</u>	<u>5th Percentile Average Salary</u>	<u>25th Percentile Average Salary</u>	<u>50th Percentile Average Salary</u>	<u>75th Percentile Average Salary</u>	<u>95th Percentile Average Salary</u>	<u>Highest Individual Salary</u>	<u>Average All Institutions</u>
Professor	59	\$31,938	\$37,750	\$42,354	\$50,799	\$58,222	\$88,207	\$125,604	\$52,396
Associate Professor	52	\$25,500	\$30,066	\$37,800	\$42,865	\$46,750	\$58,800	\$73,675	\$45,427
Assistant Professor	51	\$24,500	\$28,677	\$33,000	\$35,945	\$39,926	\$50,620	\$57,472	\$36,500

Peer Sets:

The Department of Philosophy has recommended the following set of peers:

<i>Dartmouth College</i>	<i>Clark University</i>
<i>Brandeis University</i>	<i>Pepperdine University</i>
<i>Southern Methodist University</i>	<i>Texas Christian University</i>
<i>Wake Forest University</i>	<i>University of San Diego</i>

The following private universities along with Lehigh reported salaries in the discipline of Philosophy (38.01) and form the CUPA-HR peer set for the Department of Philosophy:

<i>American University</i>	<i>Rensselaer Polytechnic Institute</i>
<i>Baylor University</i>	<i>Saint Louis University</i>
<i>Boston University</i>	<i>Southern Methodist University</i>
<i>Case Western Reserve University</i>	<i>Texas Christian University</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Clarkson University</i>	<i>University of Miami</i>
<i>Emory University</i>	<i>University of San Diego</i>
<i>Fordham University</i>	<i>University of San Francisco</i>
<i>George Washington University</i>	<i>Vanderbilt University</i>
<i>Georgetown University</i>	<i>Washington University</i>
<i>Johns Hopkins University</i>	<i>Worcester Polytechnic Institute</i>

Two of the eight departmental peers (Southern Methodist University and Texas Christian University) are also in the CUPA-HR peer set.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Philosophy. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the

ends of the first and second thirds. Thus, the ranges of the thirds are from Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Thirds - Selected Institutions
For Philosophy

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (21, 125)	\$66,050	\$73,597	\$88,368	\$114,688
Associate Professor (18, 76)	\$46,572	\$53,169	\$59,353	\$66,572
Assistant Professor (16, 43)	\$40,130	\$43,189	\$46,698	\$56,309

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 41 (or 33%) of the 125 professors have a salary above \$83,368; it could be more or less.

Lehigh Salary Data:

Because of the size of the Philosophy Department any comments about average salaries for by rank might reveal information about individual salaries.

Peer Sets:

The Department of Physics recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	2.00	123.5/147
Baylor University	1.13	145
<i>Brandeis University</i>	3.25	42.5
Brigham Young University	2.21	110
<i>Brown University</i>	3.60	26.5
<i>Boston College</i>	1.80	131
Boston University	3.28	39
<i>Carnegie Mellon University</i>	3.56	28
<i>Case Western Reserve University</i>	2.96	65
<i>Clarkson University</i>	2.13	113.5
Clemson University	N/A	N/A
College of William & Mary	3.00	63
<i>Dartmouth College</i>	2.60	83.5
Drexel University	2.62	81
<i>Duke University</i>	3.25	42.5
<i>George Washington University</i>	1.45	140
<i>Georgetown University</i>	N/A	N/A
Houston University	3.02	61.5
Howard University	1.60	134.5
Miami University	N/A	N/A
New York University	3.14	53.5
<i>Rensselaer Polytechnic Institute</i>	2.88	68.5
<i>Rice University</i>	3.25	42.5
Stevens Institute of Technology	2.23	109
Syracuse University	3.04	58
<i>Tufts University</i>	2.66	77
<i>Tulane University</i>	2.12	115.5
<i>Vanderbilt University</i>	3.04	58
<i>Wake Forest University</i>	N/A	N/A

Because Lehigh's Physics Department was part of the last NRC survey of research and doctorate programs, we listed the NRC score and rank to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or

greater in the score and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Physics (40.08) and form the CUPA-HR peer set for the Department of Physics:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	2.00	123.5/147
Baylor University	1.13	145
Boston University	1.80	131
<i>Brown University</i>	3.60	26.5
<i>Case Western Reserve University</i>	2.96	65
<i>Catholic University of America</i>	2.33	101.5
<i>Clarkson University</i>	2.13	113.5
<i>Emory University</i>	N/A	N/A
<i>Fordham University</i>	N/A	N/A
<i>George Washington University</i>	1.45	140
<i>Georgetown University</i>	N/A	N/A
Illinois Institute of Technology	2.56	87.5
<i>Johns Hopkins University</i>	3.51	29
<i>Massachusetts Institute of Technology</i>	4.87	3.5
<i>Pepperdine University</i>	N/A	N/A
<i>Rensselaer Polytechnic Institute</i>	2.88	68.5
<i>Saint Louis University</i>	N/A	N/A
<i>Southern Methodist University</i>	N/A	N/A
<i>Stanford University</i>	4.53	9
<i>Texas Christian University</i>	0.67	146
<i>Tulane University</i>	2.12	115.5
University of Miami	2.03	122
<i>University of San Diego</i>	N/A	N/A
University of San Francisco	N/A	N/A
<i>Vanderbilt University</i>	3.04	58
<i>Washington University</i>	N/A	N/A
<i>Worcester Polytechnic Institute</i>	N/A	N/A

The departmental peer set was very thoughtfully assembled using good data and should also be useful to the department for general academic benchmarking. In

particular, Lehigh's Physics Department is centrally located in the set of departmental peers with respect to much of the data used to assemble them.

Of the 25 departmental peers that participated in the NRC survey the average score is 2.63 and the median rank is 77. Of the 17 CUPA-HR peers that participated in the NRC survey the average score is 2.56 and the median rank is 101.5. Lehigh's NRC score in Physics is 2.39 and its ranking is 98 out of 147.

There is also a substantial overlap in the peer lists, with eleven universities in both the departmental and CUPA-HR peer sets.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Institute of Physics. The following description of the methodology used by the AIP is quoted from the AIP reported:

Over one-sixth of the non-student U.S. resident members of the AIP Member Societies were randomly selected for this survey. The selection process included members as of December 1999. Nearly 15,200 questionnaires were mailed out in May 2000. Society members who were selected received a two-page questionnaire which requested information on demographics, educational attainment and employment. Four weeks after the first mailing, members who did not respond received a second questionnaire. A third mailing of surveys was sent to those who did not respond to the previous mailings. The survey closed with nearly 9,350 completed and returned questionnaires, resulting in a 62% response rate.

The following is a display of the American Institute of Physics survey results (this survey does not include university-affiliated research institutes):

University salaries for selected academic ranks and salary base, PhDs
For Academic Year 2000-2001

	<u>25th percentile</u>	<u>Median</u>	<u>75th percentile</u>	<u>Mean Salary</u>	<u>Standard Deviation</u>	<u>Median Age</u>	<u>Number of Respondents</u>
Professor	\$70,000	\$81,000	\$100,000	\$87,000	\$23,300	57	680
Associate Professor	\$51,000	\$60,000	\$66,900	\$59,700	\$11,200	43	260
Assistant Professor	\$43,000	\$49,000	\$53,500	\$49,200	\$7,800	37	232

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Physics

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (26, 278)	\$60,650	\$82,594	\$89,976	\$97,544	\$125,514
Associate Professor (26, 93)	\$50,497	\$56,020	\$61,700	\$66,975	\$77,134
Assistant Professor (24, 77)	\$37,273	\$49,556	\$54,228	\$57,369	\$68,130

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 69 (or 25%) of the 278 professors have a salary above \$97,544; it could be more or less.

Lehigh Salary Data:

The salaries of Lehigh Physics professors appear in all four quartiles of the AIP salary table. The average salary for professors in Physics at Lehigh is in the third quartile of the salary data for the CUPA-HR peer set, and the average salary for the associate professors is in the first quartile. There are no assistant professors in the department.

Peer Sets:

The Department of Political Science has recommended the following set of peers:

<i>American University</i>	<i>Swarthmore College</i>
<i>Case Western Reserve University</i>	<i>Tufts University</i>
<i>Colgate University</i>	<i>Tulane University</i>
<i>Dartmouth College</i>	<i>University of Pennsylvania</i>
<i>Pennsylvania State University</i>	<i>Vassar College</i>
<i>Rice University</i>	<i>Wesleyan University</i>

The following private universities along with Lehigh reported salaries in the discipline of Political Science and Government (45.10) and form the CUPA-HR peer set for the Department of Political Science:

<i>American University</i>	<i>Massachusetts Institute of Technology</i>
<i>Baylor University</i>	<i>Pepperdine University</i>
<i>Boston University</i>	<i>Saint Louis University</i>
<i>Brown University</i>	<i>Southern Methodist University</i>
<i>Case Western Reserve University</i>	<i>Stanford University</i>
<i>Catholic University of America</i>	<i>Texas Christian University</i>
<i>Clarkson University</i>	<i>Tulane University</i>
<i>Emory University</i>	<i>University of Miami</i>
<i>Fordham University</i>	<i>University of San Diego</i>
<i>George Washington University</i>	<i>University of San Francisco</i>
<i>Georgetown University</i>	<i>Vanderbilt University</i>
<i>Johns Hopkins University</i>	<i>Washington University</i>

Three of the twelve departmental peers (American University, Case Western Reserve University, and Tulane University) are also in the CUPA-HR peer set.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Political Science. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Political Science and Government

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (24, 191)	\$57,975	\$74,458	\$90,508	\$98,585	\$131,189
Associate Professor (23, 151)	\$42,235	\$55,057	\$60,759	\$67,191	\$83,700
Assistant Professor (19, 138)	\$41,020	\$49,125	\$52,665	\$54,167	\$62,915

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 47 (or 25%) of the 191 professors have a salary above \$98,585; it could be more or less.

Lehigh Salary Data:

The average salaries in Political Science at Lehigh for professors and associate professors are in the second quartiles of their respective average salary data for the CUPA-HR peer set. Any comments about assistant professor salaries in Political Science at Lehigh would reveal information about a single individual.

Peer Sets:

The Department of Psychology did not provide a specific peer list. The Department recommended using data from the American Psychological Association's (APA) website for the mid-Atlantic region (New York, New Jersey, and Pennsylvania) region or using the Association's all-regions data. Given the high quality of the APA data, the Department's recommendation is a reasonable alternative.

The APA data includes tables by NRC rankings and professorial rank. Lehigh's NRC score and ranking in Psychology was 1.95 and 147 out of 185 institutions. Because Lehigh's Psychology Department might well score higher now than it did in the original survey we will use data from two ranges, 121 to 140 and 141 to the end.

The institutions in each of these ranges are listed below. However, we do not know which ones participated in the APA salary survey.

NRC Ranking 121-140:

Bryn Mawr College	North Carolina State University
Brigham Young University	Louisiana State U & A&M College
<i>American University</i>	<i>Catholic University of America</i>
<i>Georgetown University</i>	New Mexico State University
University of Texas at Dallas	<i>Texas Christian University</i>
<i>Tulane University</i>	Claremont Graduate School
University of Nevada, Reno	University of Mississippi
Univ. of Health Sci./Chicago Med. School	Kansas State University
Hahnemann University	<i>Saint Louis University</i>
Univ. of Wisconsin – Milwaukee	University of Akron
Univ. of Missouri – Saint Louis	

NRC Ranking 141 to End:

Northern Illinois University	St. John's University
Adelphi University	<i>Boston College</i>
University of Toledo	<i>Fordham University</i>
Ball State University	Univ. of Missouri – Kansas City
University of Wyoming	Univ. of Arkansas – Fayetteville
Western Michigan University	Auburn University
Hofstra University	Old Dominion University
Illinois Institute of Technology	University of North Texas
Fuller Theological Seminary	University of Montana

Univ. of Southern Mississippi	Utah State University
University of New Orleans	Univ. of California – San Francisco
Baylor University	Duquesne University
Oklahoma State University	University of North Dakota
Univ. of Puerto Rico – Rio Piedras	Farleigh Dickinson University
Cal. Sch. Prof. Psych. - Alameda	University of Northern Colorado
Saybrook Institute	Pacific Grad. School of Psychology
East Texas State University	Cal. Sch. Prof. Psych. - Los Angeles
Cal. Sch. Prof. Psych. – San Diego	Cal. Sch. Prof. Psych. - Fresno
Biola University	University of Detroit Mercy
Fielding Institute	Mississippi State University
Rutgers State Univ. – Newark	Texas Woman’s University
Stevens Institute of Technology	

The following private universities along with Lehigh reported salaries in the discipline of Psychology, General (42.01) and form the CUPA-HR peer set for the Department of Philosophy:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>American University</i>	<i>2.28</i>	<i>124.5/185</i>
<i>Baylor University</i>	<i>1.58</i>	<i>165</i>
<i>Boston University</i>	<i>2.65</i>	<i>95.5</i>
<i>Brown University</i>	<i>3.62</i>	<i>37</i>
<i>Case Western Reserve University</i>	<i>2.77</i>	<i>85</i>
<i>Catholic University of America</i>	<i>2.27</i>	<i>126.5</i>
<i>Clarkson University</i>	<i>N/A</i>	<i>N/A</i>
<i>Emory University</i>	<i>3.46</i>	<i>44</i>
<i>Fordham University</i>	<i>1.92</i>	<i>148.5</i>
<i>George Washington University</i>	<i>2.52</i>	<i>104</i>
<i>Georgetown University</i>	<i>2.27</i>	<i>126.5</i>
<i>Johns Hopkins University</i>	<i>3.68</i>	<i>34.5</i>
<i>Massachusetts Institute of Technology</i>	<i>N/A</i>	<i>N/A</i>
<i>Pepperdine University</i>	<i>N/A</i>	<i>N/A</i>
<i>Southern Methodist University</i>	<i>N/A</i>	<i>N/A</i>
<i>Stanford University</i>	<i>4.82</i>	<i>1</i>

<i>Texas Christian University</i>	<i>N/A</i>	<i>N/A</i>
<i>Tulane University</i>	<i>2.23</i>	<i>129.5</i>
University of Miami	3.18	57.5
<i>University of San Diego</i>	<i>N/A</i>	<i>N/A</i>
University of San Francisco	N/A	N/A
<i>Vanderbilt University</i>	<i>3.55</i>	<i>40</i>
<i>Washington University</i>	<i>3.12</i>	<i>63.5</i>

Because Lehigh’s Psychology Department was part of the last NRC survey of research and doctorate programs, we listed the NRC score and rank with the CUPA-HR peer set to obtain a rough calibration of the department’s position within this set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The average NRC score of the 16 universities in the CUPA-HR set with NRC scores is 2.73 and the median rank is 99.5.

The APA peer set is the most homogenous peer set in academic quality but least homogenous by type of institution. The reverse is true of the CUPA-HR set of peers, which is more representative of a cross section of psychology departments at private universities. Both are potentially valuable.

Peer Salary Data:

Results from the APA 2000-2001 Survey appear in an attachment to this report. The salary data can also be found on-line at <http://research.apa.org/salarydata.html>. This data is for full-time faculty in all regions of the United States and contains no break down by private vs. public institutions.

The CUPA-HR institutional averages shown on the next page are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Psychology

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (25, 264)	\$64,002	\$76,610	\$86,406	\$94,228	\$116,488
Associate Professor (23, 183)	\$49,800	\$57,532	\$60,274	\$64,158	\$80,100
Assistant Professor (24, 139)	\$41,650	\$46,164	\$48,701	\$52,713	\$64,390

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 66 (or 25%) of the 264 professors have a salary above \$94,228; it could be more or less.

Lehigh Salary Data:

Because the salary data in the previous section comes from two intrinsically different peer sets, it is not surprising that the position of the Psychology department salaries in them is very different. Lehigh Psychology salaries for professors and associate professors are quite centrally located in the APA data. However, in the CUPA-HR data the average salaries for professors and associate professors are located in the first quartile. Any comments about assistant professor salaries might reveal information about individual salaries.

Peer Sets:

The Department of Religion Studies has recommended the following set of peers:

Case Western Reserve University
Dartmouth College
University of Rochester
Wake Forest University

The following private universities along with Lehigh reported salaries in the discipline of Religion and Religious Studies (38.02) and form the CUPA-HR peer set for the Department of Religion Studies:

<i>Baylor University</i>	<i>Southern Methodist University</i>
<i>Boston University</i>	<i>Texas Christian University</i>
<i>Case Western Reserve University</i>	<i>University of Miami</i>
<i>Catholic University of America</i>	<i>University of San Diego</i>
<i>Emory University</i>	<i>University of San Francisco</i>
<i>George Washington University</i>	<i>Vanderbilt University</i>
<i>Georgetown University</i>	<i>Worcester Polytechnic Institute</i>

Only Case Western Reserve University appears in both peer sets.

Peer Salary Data:

We were unable to locate any credible national salary data collected by a professional society or other disciplinary organization for Religion Studies. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown on the next page are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges of the thirds are from Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Thirds - Selected Institutions
 For Religion and Religious Studies

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (15, 71)	\$66,500	\$71,634	\$82,521	\$104,055
Associate Professor (12, 53)	\$49,324	\$55,030	\$58,145	\$68,492
Assistant Professor (11, 31)	\$42,271	\$44,927	\$46,212	\$56,535

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 23 (or 33%) of the 71 professors have a salary above \$82,521; it could be more or less.

Lehigh Salary Data:

The average salary for professors of Religion at Lehigh is the middle third of the CUPA-HR salary data presented in the previous section. Any comments about associate professor salaries in Religion at Lehigh might reveal information about individual salaries. There are no assistant professors in the department.

Peer Sets:

The Department of Sociology and Anthropology has recommended the following set of peers:

<i>Brandeis University</i>	<i>Tufts University</i>
<i>Case Western Reserve University</i>	<i>University of Rochester</i>
<i>Georgetown University</i>	<i>Wake Forest University</i>
<i>Purdue University</i>	

The following private universities along with Lehigh reported salaries in the discipline of Sociology (45.11) and form the CUPA-HR peer set for the Department of Sociology and Anthropology:

<i>Baylor University</i>	<i>Pepperdine University</i>
<i>Boston University</i>	<i>Saint Louis University</i>
<i>Brown University</i>	<i>Southern Methodist University</i>
<i>Case Western Reserve University</i>	<i>Stanford University</i>
<i>Catholic University of America</i>	<i>Texas Christian University</i>
<i>Clarkson University</i>	<i>Tulane University</i>
<i>Emory University</i>	<i>University of Miami</i>
<i>Fordham University</i>	<i>University of San Diego</i>
<i>George Washington University</i>	<i>University of San Francisco</i>
<i>Georgetown University</i>	<i>Vanderbilt University</i>
<i>Johns Hopkins University</i>	

Two universities (Case Western University, and Georgetown University) appear in both peer sets.

Peer Salary Data:

Credible national salary data collected by a professional society or other disciplinary organization for Sociology was not found and the American Sociological Association refers to CUPA-HR data on its web site. Consequently, the only national salary data included is from CUPA-HR.

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages

are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile - Selected Institutions
For Sociology

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (20, 93)	\$61,300	\$75,746	\$88,760	\$93,085	\$128,777
Associate Professor (16, 49)	\$47,786	\$52,811	\$56,821	\$59,348	\$65,727
Assistant Professor (17, 49)	\$39,000	\$42,276	\$45,875	\$49,100	\$58,805

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 23 (or 25%) of the 93 professors have a salary above \$93,085; it could be more or less.

Lehigh Salary Data:

The average salary for professors in the Department of Sociology and Anthropology is in the second quartile of the CUPA-HR salary table in the previous section. Any comments about associate and assistant professor salaries in Sociology and Anthropology at Lehigh might reveal information about individual salaries.

Peer Sets:

The Department of Theatre recommended the following set of peers:

<i>College of William & Mary</i>	<i>Rice University</i>
<i>Dartmouth College</i>	<i>University of Chicago</i>
<i>Emory University</i>	<i>Vanderbilt University</i>
<i>Georgetown University</i>	<i>Tufts University</i>
<i>Johns Hopkins University</i>	<i>Wake Forest University</i>
<i>Loyola University of Chicago</i>	<i>Washington University</i>

The following private universities along with Lehigh reported salaries in the discipline of Drama/Theatre Arts and Stagecraft (50.05) and form the CUPA-HR peer set for the Department of Theatre:

<i>American University</i>	<i>Pepperdine University</i>
<i>Baylor University</i>	<i>Southern Methodist University</i>
<i>Boston University</i>	<i>Stanford University</i>
<i>Brown University</i>	<i>Texas Christian University</i>
<i>Case Western Reserve University</i>	<i>Tulane University</i>
<i>Catholic University of America</i>	<i>University of Miami</i>
<i>Emory University</i>	<i>Worcester Polytechnic Institute</i>
<i>Fordham University</i>	

Salary data for Theatre was obtained from Higher Education Arts Data Services (HEADS), and the Department of Theatre did participate in the HEADS survey. (A significant amount of non-salary data is also part of the HEADS data packages.) The following is the peer set for the HEADS salary data excluding institutions not listed in *America's Best Colleges*:

<i>Loyola Marymount University (CA)</i>	<i>Mars Hill College (NC)</i>
<i>Howard University (DC)</i>	<i>University of the Arts (PA)</i>
<i>Bradley University (IL)</i>	<i>Baylor University (TX)</i>
<i>Loyola University of Chicago (IL)</i>	<i>Southern Methodist University (TX)</i>
<i>Northwestern University (IL)</i>	<i>Shenandoah University (VA)</i>

Southwestern College (KS)
 College of the Holy Cross (MA)
 Hope College (MI)
 Syracuse University (NY)

Davis and Elkins College (WV)
 Saint Olaf college (MN)
Dartmouth College (NH)

The overlaps between the departmental peer set and the other two peer sets are minimal, only Dartmouth which is in the HEADS peer set.

Peer Salary Data:

The HEADS 2000-2001 survey results appear on page 59 and are for all private universities that participated in the study.

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges of the thirds are from Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Quartile - Selected Institutions
 For Drama/Theatre Arts and Stagecraft

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (12, 29)	\$63,150	\$70,183	\$74,113	\$87,969
Associate Professor (12, 42)	\$45,100	\$52,657	\$58,209	\$69,485
Assistant Professor (11, 36)	\$37,800	\$40,890	\$45,045	\$57,472

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the

size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 9 (or 33%) of the 29 professors have a salary above \$74,113; it could be more or less.

Lehigh Salary Data:

Because of the size of the Theatre Department any comments about average salaries for by rank might reveal information about individual salaries.

HEADS 2000-2001 Survey Results - Theatre
Private Universities

<u>Rank</u>	<u>Number Reporting</u>	<u>Lowest Individual Salary</u>	<u>5th Percentile Average Salary</u>	<u>25th Percentile Average Salary</u>	<u>50th Percentile Average Salary</u>	<u>75th Percentile Average Salary</u>	<u>95th Percentile Average Salary</u>	<u>Highest Individual Salary</u>	<u>Average All Institutions</u>
Professor	15	\$42,923	\$47,650	\$61,300	\$67,695	\$76,440	\$87,000	\$90,100	\$69,056
Associate Professor	20	\$34,000	\$39,229	\$44,040	\$52,112	\$54,350	\$62,900	\$77,000	\$51,796
Assistant Professor	16	\$28,700	\$33,463	\$35,400	\$39,954	\$43,062	\$49,700	\$52,000	\$40,301

Peer Sets:

The Department of Chemical Engineering recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Massachusetts Institute of Technology</i>	4.73	2/93
<i>Georgia Institute of Technology</i>	3.01	30.5
<i>Carnegie Mellon University</i>	3.87	12
<i>Cornell University</i>	3.86	13
<i>Princeton University</i>	4.14	9
<i>Northwestern University</i>	3.75	15
<i>Rensselaer Polytechnic Institute</i>	2.95	35.5
<i>Rice University</i>	3.35	21.5
<i>University of Pennsylvania</i>	3.97	11
<i>Washington University, St. Louis</i>	2.89	38
<i>University of Notre Dame</i>	3.30	24

Because Lehigh's Chemical Engineering Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Chemical Engineering (14.07), and form the CUPA-HR peer set for the Department of Chemical Engineering:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Case Western Reserve University</i>	2.59	46/93
<i>Clarkson University</i>	2.54	49
<i>Illinois Institute of Technology</i>	2.57	47.5
<i>Johns Hopkins University</i>	2.95	35.5
<i>Massachusetts Institute of Technology</i>	4.73	2
<i>Rensselaer Polytechnic Institute</i>	2.95	35.5
<i>Tulane University</i>	1.91	78
<i>Vanderbilt University</i>	1.94	75.5
<i>Washington University</i>	2.89	38
<i>Worcester Polytechnic Institute</i>	2.07	69

The 11 universities in the department peer set participated in the NRC survey and their average score is 3.62 and the median rank is 15. All 10 CUPA peers also participated in the NRC survey and their average score is 2.71 and the median rank is 47. Lehigh's NRC score in Chemical Engineering is 3.13 and its ranking is 27 out of 93. MIT is the only university in both peer sets, and there are significant differences in the overall quality of the two peer sets.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Society for Engineering Education (ASEE). Average faculty salaries for Chemical engineering faculty from the 1998-1999 Salary Survey are shown below:

<u>Rank</u>	<u>Number of Institutions Responding</u>	<u>Average Salary</u>
Professor	63	\$85,379
Associate Professor	21	\$66,041
Assistant Professor	59	\$58,806

Additional engineering salary information can be found at <http://www.asee.org/colleges/salsur.pdf> including a list of institutions participating in the ASEE survey.

The CUPA-HR institutional averages shown below are presented in halves by rank because of the small number of participating departments. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank – Selected Institutions
 For Chemical Engineering

<u>Rank</u>	<u>Min</u>	<u>Median</u>	<u>Max</u>
Professor (11, 84)	\$74,140	\$97,832	\$127,177
Associate Professor (10, 31)	\$60,653	\$71,471	\$88,300
Assistant Professor (9, 22)	\$59,945	\$64,744	\$68,050

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the median would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 42 (or 50%) of the 84 professors have a salary above \$97,832; it could be more or less.

Lehigh Salary Data:

The average salary for professors of Chemical Engineering at Lehigh is above the median the CUPA-HR table in the previous section. Any comments about assistant or associate professor salaries in Chemical Engineering at Lehigh would reveal information about individual salaries.

Peer Sets:

The Department of Civil and Environmental Engineering recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Carnegie Mellon University</i>	3.85	12/86
<i>Clarkson University</i>	2.84	42.5
<i>Cornell University</i>	4.3	6
<i>Drexel University</i>	N/A	N/A
<i>Johns Hopkins University</i>	3.22	26
<i>Northwestern University</i>	3.96	9
<i>Rensselaer Polytechnic Institute</i>	2.97	35
<i>Washington University, St. Louis</i>	2.66	49

Because Lehigh's Civil and Environmental Engineering Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Civil Engineering (14.08), and form the CUPA-HR peer set for the Department of Civil and Environmental Engineering:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Case Western Reserve University</i>	N/A	N/A
<i>Catholic University of America</i>	1.65	81/86
<i>Clarkson University</i>	2.84	42.5
<i>George Washington University</i>	1.95	75
<i>Illinois Institute of Technology</i>	2.21	70
<i>Johns Hopkins University</i>	3.22	26
<i>Massachusetts Institute of Technology</i>	4.61	1
<i>Rensselaer Polytechnic Institute</i>	2.97	35
<i>Tulane University</i>	1.43	83
<i>University of Miami</i>	1.68	79
<i>Vanderbilt University</i>	2.84	42.5
<i>Washington University, St. Louis</i>	2.66	49
<i>Worcester Polytechnic Institute</i>	N/A	N/A

Of the 7 departmental peers that participated in the NRC survey for Civil Engineering, the average score is 3.4 and the median rank is 26. Of the 11 CUPA peers that participated in the NRC survey for Civil Engineering, the average score is 2.70 and the median rank is 70. Lehigh's NRC score in Civil Engineering is 3.39 and its ranking is 19.5 out of 86. Four universities (Clarkson University, Johns Hopkins University, Rensselaer Polytechnic Institute, and Washington University) are in both peer sets. However, significant differences in the overall quality of the two per sets remain.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Society for Engineering Education (ASEE). Average faculty salaries for Civil Engineering faculty from the 1998-1999 Salary Survey are shown below:

<u>Rank</u>	<u>Number of Institutions Responding</u>	<u>Average Salary</u>
Professor	80	\$79,618
Associate Professor	78	\$63,363
Assistant Professor	78	\$54,983

Additional engineering salary information can be found at <http://www.asee.org/colleges/salsur.pdf> including a list of institutions participating in the survey.

The CUPA-HR institutional averages shown on the next page are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges are Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Third - Selected Institutions
For Civil Engineering

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (14, 79)	\$65,306	\$82,611	\$93,289	\$104,971
Associate Professor (11, 42)	\$58,723	\$64,812	\$74,467	\$88,958
Assistant Professor (13, 36)	\$55,462	\$58,443	\$61,784	\$67,483

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 26 (or 33%) of the 79 professors have a salary above \$93,289; it could be more or less.

Lehigh Salary Data:

The average salary for professors of Civil and Environmental Engineering at Lehigh is in the top third of the CUPA-HR table in the previous section. Any comments about assistant or associate professor salaries in this department might reveal information about individual salaries.

Peer Sets:

Although the Department of Electrical Engineering and Computer Science has now been divided into two departments, the foundations for this report on 2000-2001 salaries were in place before the division. In particular, Lehigh's participation in the CUPA-HR salary survey was based on the former single department, and for this year the available information is best presented in a single report for both departments. Consequently, the usefulness of this report will be somewhat limited, we will, however, attempt to provide some internal division in this single report. Next year two separate reports will provide a better initial comparative view of the salary structure in the new departments.

The Department of Electrical Engineering and Computer Science recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Massachusetts Institute of Technology</i>	4.79	2/126
<i>Georgia Institute of Technology</i>	3.93	13
<i>Carnegie Mellon University</i>	3.94	12
<i>Cornell University</i>	4.35	7
<i>Princeton University</i>	4.01	9
<i>Northwestern University</i>	3.16	39
<i>Rensselaer Polytechnic Institute</i>	3.44	23
<i>Rice University</i>	3.36	26
<i>University of Pennsylvania</i>	3.11	41
<i>Washington University, St. Louis</i>	3.17	37
<i>University of Notre Dame</i>	2.98	45

Because Lehigh's Electrical and Computer Engineering Department was part of the last NRC survey of research and doctorate programs in Electrical Engineering, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Electrical, Electronics, and Communications Engineering (14.10), and will serve as the CUPA-HR peer set for the new Department of Electrical and Computer Engineering.

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
Boston University	2.29	82.5/126
<i>Case Western Reserve University</i>	3.05	42
<i>Catholic University of America</i>	N/A	N/A
<i>Clarkson University</i>	2.41	74.5
<i>George Washington University</i>	2.46	70.5
Illinois Institute of Technology	2.23	84
<i>Johns Hopkins University</i>	3.23	34
<i>Massachusetts Institute of Technology</i>	4.79	2
<i>Rensselaer Polytechnic Institute</i>	3.44	23
<i>Southern Methodist University</i>	2.40	76
<i>Tulane University</i>	0.84	126
University of Miami	1.77	99
<i>Vanderbilt University</i>	2.46	70.5
<i>Washington University</i>	3.17	37
<i>Worcester Polytechnic Institute</i>	2.12	91

All 11 universities in the peer set selected by the department participated in the NRC survey for Electrical Engineering, the average score is 3.6 and the median rank is 23. Of the 14 CUPA peers that participated in the NRC survey for Electrical Engineering, the average score is 2.6 and the median rank is 70.5. Lehigh's NRC score in Electrical Engineering is 2.54 and its ranking is 67 out of 126.

Three universities (Massachusetts Institute of Technology, Rensselaer Polytechnic Institute, and Washington University) appear in both peer sets, which are quite different in character. The first appears to be more representative of the Electrical and Computer Engineering Department's aspirations, and the second seems to provide more of a cross section of Electrical Engineering departments at good private universities. Both are potentially useful.

No peer sets are presently available for the new Department of Computer Science and Engineering.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Society for Engineering Education (ASEE). Average faculty salaries for Electrical and Computer Engineering faculty from the 1998-1999 Salary Survey are shown on the next page:

<u>Engineering Discipline</u>	<u>Rank</u>	<u>Number of Institutions Responding</u>	<u>Average Salary</u>
Electrical	Professor	32	\$82,602
Electrical	Associate Professor	92	\$64,204
Electrical	Assistant Professor	79	\$57,252
Computer	Professor	25	\$83,783
Computer	Associate Professor	27	\$67,310
Computer	Assistant Professor	26	\$58,968

Additional engineering salary information can be found at <http://www.asee.org/colleges/salsur.pdf> including a list of institutions participating in the survey.

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges are Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Third - Selected Institutions
For Electrical Engineering

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (16, 214)	\$73,290	\$93,227	\$102,869	\$117,979
Associate Professor (15, 120)	\$64,140	\$72,208	\$75,579	\$95,292
Assistant Professor (14, 65)	\$56,044	\$63,723	\$66,954	\$72,832

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 71 (or 33%) of the 214 professors have a salary above \$102,869; it could be more or less.

General salary data for the area of Computer and Information Science (11.0) is available to us for 18 of the 28 institutions used in the CUPA-HR special study, but we do not know the names as we do for Electrical, Electronics, and Communications Engineering. We also need to determine whether or not it is the appropriate subject area for reporting the salaries of the new Department of Computer Science and Engineering in the future. The formal description of this discipline is:

Computer and Information Science (11.0): A summary of groups of instructional programs that describes the design, development, and operation of electronic data storage and processing systems, including hardware and software.

The CUPA-HR institutional salary data for Computer and Information Science is presented below as an initial effort to provide comparative salary data for the new Department of Computer Science and Engineering. The presentation is in thirds by rank as in the previous table of CUPA-HR data.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Thirds - Selected Institutions
For Computer and Information Sciences

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (15, 87)	\$75,018	\$90,278	\$101,072	\$150,905
Associate Professor (17, 72)	\$64,853	\$73,268	\$80,493	\$144,250
Assistant Professor (16,83)	\$56,783	\$63,313	\$68,571	\$77,472

As in the previous table, it is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department.

Salary data for Computer Science is available from Computer Research Association's annual Taublee Report. The full report is available at <http://www.cra.org/CRN/issues/0102.pdf>. In this report Lehigh is among the institutions ranked 36 or higher. The faculty salary data in the Taublee Report from this group of institutions is reproduced on page 71.

Lehigh Salary Data:

The average salary for professors of Electrical and Computer Engineering at Lehigh is in the top third of the CUPA-HR table of salary data for Electrical Engineering appearing in the previous section. Any comments about the average salaries of assistant professors or associate professors in Electrical and Computer Engineering might reveal information about individual salaries.

The average salary for professors of Computer Science and Engineering at Lehigh is in the middle third of the CUPA-HR table of salary data for Computer and Information Science appearing in the previous section. It is below the average of all full professor salaries in the Taublee Report. The average salary for assistant professors of Computer Science and Engineering at Lehigh is in the top third of the CUPA-HR table of salary data for Computer and Information Science appearing in the previous section and therefore above the average in the Taublee Report. Any comments about the average salaries of associate professors in Computer Science and Engineering would reveal information about individual salaries.

Computing Research Association
 1999-2000 Taulbee Survey
 Nine Month Salaries of U.S. Computer Science Departments
 Ranked 36 or Higher or Unranked

<u>Faculty Rank</u>	<u>Number of Faculty</u>	<----- Reported Salary Minimum ----->			<u>Average of All Salaries</u>	<----- Reported Salary Maximum ----->		
		<u>Minimum</u>	<u>Mean</u>	<u>Maximum</u>		<u>Minimum</u>	<u>Mean</u>	<u>Maximum</u>
Assistant	514	\$29,997	\$63,371	\$76,844	\$66,906	\$48,284	\$70,464	\$88,200
Associate	696	\$42,616	\$68,336	\$88,750	\$75,062	\$64,949	\$83,446	\$150,000
Full	730	\$52,898	\$79,808	\$102,147	\$95,371	\$79,100	\$119,286	\$199,027

Peer Sets:

The Department of Industrial and Manufacturing Systems Engineering recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Carnegie Mellon University</i>	*	*
<i>Case Western Reserve University</i>	*	*
Cornell University	N/A	N/A
Georgia Institute of Technology	4.71	1/37
<i>Northwestern University</i>	3.73	6
Ohio State University	3.24	12
Penn State University	3.51	9
Purdue University	4.43	3
<i>Rensselaer Polytechnic Institute</i>	3.12	14
Rutgers University	N/A	N/A
University of Michigan	4.36	4
<i>University of Pennsylvania</i>	*	*
University of Virginia	*	*

Because Lehigh's Industrial and Manufacturing Systems Engineering Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected, but rarely of a magnitude of 0.50 or greater in the score and therefore valuable calibration information can be interpreted from them. Lehigh's NRC score in Industrial and Manufacturing Systems Engineering is 3.03 and its ranking is 15 out of 37.

Lehigh's practice in the CUPA-HR salary survey has been to only submit salary data in the specific disciplines that CUPA-HR collects. Industrial and/or manufacturing systems engineering is not one of them. Consequently there is no CUPA-HR peer set for Industrial and Manufacturing Systems Engineering.

The above practice should be reviewed. We have the option of submitting salary data for the Department of Industrial and Manufacturing Systems Engineering in a general engineering category or including it with another discipline such as mechanical engineering.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Society for Engineering Education (ASEE). Average faculty salaries for Industrial Engineering faculty from the 1998-1999 Salary Survey are shown below:

<u>Rank</u>	<u>Number of Institutions Responding</u>	<u>Average Salary</u>
Professor	34	\$84,417
Associate Professor	35	\$66,681
Assistant Professor	35	\$57,036

Additional engineering salary information can be found at <http://www.asee.org/colleges/salsur.pdf>

Because no CUPA-HR salary data is available in industrial engineering and/or manufacturing systems engineering, the overall data on departmental salary averages by rank is presented in the four major engineering disciplines in which Lehigh submitted data. They are: Chemical Engineering (14.07), Civil Engineering (14.08), Electrical, Electronics, and Communications Engineering (14.10), and Mechanical Engineering (14.19). Since industrial and manufacturing systems engineers are frequently members of departments in these disciplines, this data provides the best available salary benchmarks for the Department of Industrial and Manufacturing Systems Engineering. The following universities submitted salary data in at least one of these areas:

<i>Boston University</i>	<i>Rensselaer Polytechnic Institute</i>
<i>Case Western Reserve University</i>	<i>Southern Methodist University</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Clarkson University</i>	<i>University of Miami</i>
<i>George Washington University</i>	<i>Vanderbilt University</i>
<i>Illinois Institute of Technology</i>	<i>Washington University, St. Louis</i>
<i>Johns Hopkins University</i>	<i>Worcester Polytechnic Institute</i>
<i>Massachusetts Institute of Technology</i>	

The CUPA-HR departmental average salaries for all departments in the areas of Chemical Engineering, Civil Engineering, Electrical, Electronics, and Communications Engineering, and Mechanical Engineering reported by the CUPA-HR peer set are presented in quartiles by rank. The numbers in parentheses provide the number of departments and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The

columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the ranges for the quartiles are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile – Selected Institutions
For All Engineering Departments

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (56, 519)	\$65,306	\$86,983	\$96,099	\$103,555	\$127,177
Associate Professor (50, 278)	\$58,723	\$68,697	\$72,360	\$77,193	\$95,292
Assistant Professor (47, 165)	\$55,171	\$58,238	\$63,243	\$65,688	\$72,832

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 129 (or 25%) of the 519 professors have a salary above \$103,555; it could be more or less.

Lehigh Salary Data:

The average salary for professors of Industrial and Manufacturing Systems Engineering at Lehigh is in the third quartile for professors in the CUPA-HR salary table in the previous section. Any comments about the average salary of associate professors or assistant professors in Department of Industrial and Manufacturing Systems Engineering might reveal information about individual salaries.

Peer Sets:

The Department of Materials Science and Engineering recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Brown University</i>	3.18	30/65
<i>Carnegie Mellon University</i>	3.75	11.5
<i>Case Western Reserve University</i>	3.56	18
<i>Drexel University</i>	2.91	39.5
<i>Johns Hopkins University</i>	*	*
<i>Ohio State University</i>	3.48	21
<i>Purdue University</i>	3.05	32
<i>Rice University</i>	*	*
<i>University of Arizona</i>	3.25	28
<i>University of Michigan</i>	3.66	14.5
<i>University of Pennsylvania</i>	3.79	10
<i>University of Virginia</i>	3.44	23
<i>Washington University, St. Louis</i>	N/A	N/A

Because Lehigh's Materials Science and Engineering Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected, but rarely of a magnitude of 0.50 or greater in the score and therefore valuable calibration information can be interpreted from them. Lehigh's NRC score for Materials Science and Engineering is 3.44 and its ranking is 23 out of 65.

Lehigh's practice in the CUPA-HR salary survey has been to only submit salary data in the specific disciplines that CUPA-HR collects. Material science is not one of them. Consequently there is no CUPA-HR peer set for Material Science and Engineering.

The above practice should be reviewed. We have the option of submitting salary data for Materials Science and Engineering in a general engineering category or including it with another discipline such as chemical engineering.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Society for Engineering Education (ASEE). Average faculty salaries for Metallurgical and Material Science faculty from the 1998-1999 Salary Survey are shown on the next page:

<u>Rank</u>	<u>Number of Institutions Responding</u>	<u>Average Salary</u>
Professor	29	\$92,373
Associate Professor	28	\$90,070
Assistant Professor	21	\$56,852

Additional engineering salary information can be found at <http://www.asee.org/colleges/salsur.pdf>

Because no CUPA-HR salary data is available in material science, the overall data on departmental salary averages by rank is presented in the four major engineering disciplines in which Lehigh submitted data. They are: Chemical Engineering (14.07), Civil Engineering (14.08), Electrical, Electronics, and Communications Engineering (14.10), and Mechanical Engineering (14.19). Since material scientists are frequently members of departments in these disciplines, this data provides the best available salary benchmarks for the Department of Materials Science and Engineering. The following universities submitted salary data in at least one of these areas:

<i>Boston University</i>	<i>Rensselaer Polytechnic Institute</i>
<i>Case Western Reserve University</i>	<i>Southern Methodist University</i>
<i>Catholic University of America</i>	<i>Tulane University</i>
<i>Clarkson University</i>	<i>University of Miami</i>
<i>George Washington University</i>	<i>Vanderbilt University</i>
<i>Illinois Institute of Technology</i>	<i>Washington University, St. Louis</i>
<i>Johns Hopkins University</i>	<i>Worcester Polytechnic Institute</i>
<i>Massachusetts Institute of Technology</i>	

The CUPA-HR institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the ranges for the quartiles are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Quartile – Selected Institutions
 For All Engineering Departments

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (56, 519)	\$65,306	\$86,983	\$96,099	\$103,555	\$127,177
Associate Professor (50, 278)	\$58,723	\$68,697	\$72,360	\$77,193	\$95,292
Assistant Professor (47, 165)	\$55,171	\$58,238	\$63,243	\$65,688	\$72,832

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the median would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 129 (or 25%) of the 519 professors have a salary above \$103,555; it could be more or less.

Lehigh Salary Data:

The average salary for professors of Materials Science and Engineering at Lehigh is in the fourth quartile for professors in the CUPA-HR salary table in the previous section. Any comments about the average salaries of associate professors or assistant professors in the Department of Materials Science and Engineering might reveal information about individual salaries.

Peer Sets:

The Department of Mechanical Engineering and Mechanics recommended the following set of peers:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
<i>Carnegie Mellon University</i>	3.59	19/110
Cornell University	4.15	7
<i>Princeton University</i>	4.19	6
Penn State University	3.68	17
University of Maryland	3.11	34
<i>Northwestern University</i>	3.98	12
<i>Rensselaer Polytechnic Institute</i>	3.69	16
University of Colorado, Boulder	2.86	51
<i>University of Pennsylvania</i>	3.40	22
University of Virginia	3.07	40
<i>Case Western Reserve University</i>	3.48	20
Rutgers University	3.16	31
<i>Washington University, St. Louis</i>	2.78	55
University of Delaware	2.94	47.5
University of Arizona	3.11	34
Bucknell University	N/A	N/A
Drexel University	N/A	N/A
Lafayette College	N/A	N/A
<i>Worcester Polytechnic Institute</i>	2.14	81.5

Because Lehigh's Mechanical Engineering Department was part of the last NRC survey of research and doctorate programs, NRC scores and ranks are also listed with all peers to obtain a rough calibration of the department's position within each set of peers. Our assumption is that changes have occurred since the NRC data was collected but rarely of a magnitude of 0.50 or greater in the score, and therefore valuable calibration information can be interpreted from them.

The following private universities along with Lehigh reported salaries in the discipline of Mechanical Engineering (14.19), and form the CUPA-HR peer set for the Department of Mechanical Engineering and Mechanics:

<u>Institution</u>	<u>NRC Score</u>	<u>NRC Rank</u>
Boston University	N/A	N/A
Case Western Reserve University	3.48	20.5/110
Catholic University of America	2.00	91
Clarkson University	N/A	N/A
George Washington University	2.52	64
Johns Hopkins University	2.94	47.5
Massachusetts Institute of Technology	4.65	2
Rensselaer Polytechnic Institute	3.69	16
Southern Methodist University	1.98	92
Tulane University	2.03	89
University of Miami	1.72	100
Vanderbilt University	2.31	73
Washington University	2.78	55
Worcester Polytechnic Institute	2.14	81.5

Of the 16 universities in the peers set selected by the Department that participated in the NRC survey the average score is 3.33 and the median rank is 21, and of the 12 that participated from the CUPA-HR set, the average score is 2.68 and the median rank is 68.5. Lehigh's NRC score in Mechanical Engineering is 3.38 and its ranking is 23 out of 110.

Four universities (Case Western University, Rensselaer Polytechnic Institute, Washington University, and Worcester Polytechnic Institute) appear in both sets of peers. However, significant differences in the overall quality of the two per sets remain.

Peer Salary Data:

In addition to the CUPA-HR salary data, salary data was obtained from the American Society for Engineering Education (ASEE). Average salaries for Mechanical Engineering faculty from the 1998-1999 Salary Survey are shown below:

<u>Rank</u>	<u>Number of Institutions Responding</u>	<u>Average Salary</u>
Professor	90	\$81,606
Associate Professor	84	\$64,352
Assistant Professor	78	\$56,315

Additional engineering salary information can be found at <http://www.asee.org/colleges/salsur.pdf> including a list of institutions participating in the survey.

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges for the thirds are Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Third - Selected Institutions
For Mechanical Engineering

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (15, 142)	\$70,760	\$94,836	\$103,291	\$116,616
Associate Professor (14, 85)	\$63,817	\$71,659	\$74,683	\$78,852
Assistant Professor (11, 42)	\$55,171	\$56,380	\$60,714	\$66,400

It is important to remember that each of the above numbers is an average of the faculty salaries at that rank in a department. Because of significant variations in the size of the departments, the thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table. For example, there is no reason to believe that exactly 47 (or 33%) of the 142 professors have a salary above \$103,291; it could be more or less.

Lehigh Salary Data:

The average salary for professors of Mechanical Engineering and Mechanics at Lehigh is in the middle third for professors in the CUPA-HR salary table in the previous section, and the average for associate professors is in the top third. There are no assistant professors in the department.

Peer Sets:

The following private universities along with Lehigh reported salaries in the discipline of Accounting (52.03), and form the CUPA-HR peer set for the Department of Accounting:

<i>American University</i>	<i>Pepperdine University</i>
<i>Baylor University</i>	<i>Saint Louis University</i>
<i>Boston University</i>	<i>Southern Methodist University</i>
<i>Case Western Reserve University</i>	<i>Texas Christian University</i>
<i>Clarkson University</i>	<i>Tulane University</i>
<i>Emory University</i>	<i>University of Miami</i>
<i>Fordham University</i>	<i>University of San Francisco</i>
<i>George Washington University</i>	<i>Washington University</i>

Lehigh also participates in the annual salary survey conducted by the Association to Advance Collegiate School of Business (AACSB). Special studies similar to those done by CUPA-HR are available from AACSB. Discussions and peer selection are underway with the College of Business and Economics for such a special AACSB study. When this special study is complete, this report will be amended to include the peer set used and the salary data obtained from it.

Peer Salary Data:

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges for the thirds are Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Third - Selected Institutions
For Accounting

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (16, 54)	\$86,500	\$102,328	\$126,297	\$205,000
Associate Professor (15, 56)	\$71,718	\$77,576	\$86,921	\$158,000
Assistant Professor (17, 47)	\$57,942	\$76,600	\$95,063	\$115,937

It is important to remember that the above numbers are all departmental averages. The thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table because of significant variations in the size of the departments. For example, there is no reason to believe that exactly 18 (or 33%) of the 54 professors have a salary above \$126,297; it could be more or less.

Salary data by discipline is available from AACSB in two forms, a general volume of salary data from all participating institutions and special studies of institutionally selected peers. As mentioned in the previous section, data from a special study is not yet available, and thus the use of AACSB data will be limited to what could be obtained from their annual publication on faculty salaries in business colleges.

The data for faculty salaries in accounting at private AACSB accredited business colleges from AACSB publication on faculty salaries is presented in the table on the following page. Since Lehigh is accredited, comparisons with other accredited business colleges seem most appropriate, but a variety of other tables are available in the AACSB Salary Survey.

Lehigh Salary Data:

The average salary for associate professors of Accounting at Lehigh is in the upper third for associate professors in the CUPA-HR salary table in the previous section and above the mean for associate professors in the AACSB data. Any comments about professor or assistant professor salaries in Accounting at Lehigh might reveal information about individual salaries.

Association to Advance Collegiate Schools of Business 2000-2001 Salary Survey
 Average Salaries by Rank and Percentile – Private Accredited Institutions
 For Accounting (in thousands of dollars)

<u>Rank</u>	<u>Number of Institutions</u>	<u>Mean</u>	<u>Max</u>	<u>90%</u>	<u>75%</u>	<u>Median</u>	<u>25%</u>	<u>10%</u>	<u>Min</u>
Professor	299	119.7	260.0	193.3	137.9	106.0	92.0	82.5	44.1
Associate Professor	345	89.5	171.0	115.8	97.9	86.0	76.9	67.8	37.0
Assistant Professor	257	88.8	138.0	125.0	106.5	84.0	72.0	60.7	40.7

Peer Sets:

For the CUPA-HR salary survey Lehigh reported faculty salaries for the Department of Economics in the area of Business and Managerial Economics (52.06). Because less than ten universities, 6 to be exact, from the 28 in the general peer set for the CUPA-HR special study reported salary data in the area of Business and Managerial Economics (52.06), CUPA-HR did not for reasons of confidentiality provide Lehigh with a list of participating peer institutions for this data.

However, the general data for the area of Economics (41.06) is available to us for 21 of the 28 institutions, but again we do not know the names of these institutions. If we make the reasonable assumption that none of the 28 universities in the CUPA-HR special study peer set submitted data in both areas, we have economics data for 27 of the 28 universities and for all practical purposes we know the names of the institutions and that 6 of them have a business and managerial focus. In the future it might be preferable to report our salary data in the Economics area.

Consequently the 28 universities used in the CUPA-HR special study will serve as the CUPA-HR peer set for the Department of Economics. They are:

<i>American University</i>	<i>Massachusetts Institute of Technology</i>
<i>Baylor University</i>	<i>Pepperdine University</i>
<i>Boston University</i>	<i>Rensselaer Institute of Technology</i>
<i>Brown University</i>	<i>Saint Louis University</i>
<i>Case Western Reserve University</i>	<i>Southern Methodist University</i>
<i>Catholic University of America</i>	<i>Stanford University</i>
<i>Clarkson University</i>	<i>Texas Christian University</i>
<i>Emory University</i>	<i>Tulane University</i>
<i>Fordham University</i>	<i>University of Miami</i>
<i>George Washington University</i>	<i>University of San Diego</i>
<i>Georgetown University</i>	<i>University of San Francisco</i>
<i>Illinois Institute of Technology</i>	<i>Vanderbilt University</i>
<i>Johns Hopkins University</i>	<i>Washington University</i>
<i>Lehigh University</i>	<i>Worcester Polytechnic Institute</i>

Lehigh also participates in the annual salary survey conducted by the Association to Advance Collegiate School of Business (AACSB). Special studies similar to those done by CUPA-HR are available from AACSB. Discussions and peer selection are underway with the College of Business and Economics for such a special AACSB study. When this special study is complete, this report will be amended to include the peer set used and the salary data obtained from it.

Peer Salary Data:

The CUPA-HR institutional averages shown below for Business & Managerial Economics are presented in halves by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The column Median denotes the end of the first half. Thus, the ranges for the halves are Min to Median and Median to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Half – Selected Institutions
For Business and Managerial Economics

<u>Rank</u>	<u>Min</u>	<u>Median</u>	<u>Max</u>
Professor (6, 38)	\$84,864	\$103,369	\$152,000
Associate Professor (6, 17)	\$62,335	\$78,114	\$110,000
Assistant Professor (4, 13)	\$53,560	\$62,772	\$77,500

The CUPA-HR institutional averages shown below for Economics and Business & Managerial Economics are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the quartile ranges are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Quartiles - Selected Institutions
 Combined - For Economics and Business/Managerial Economics

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (27, 205)	\$61,500	\$82,370	\$90,548	\$99,989	\$152,039
Associate Professor (23, 91)	\$57,800	\$63,938	\$71,718	\$83,938	\$110,000
Assistant Professor (25, 118)	\$46,800	\$53,838	\$62,244	\$64,234	\$77,500

It is important to remember that the above numbers are all departmental averages. The quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table because of significant variations in the size of the departments. For example, there is no reason to believe that exactly 51 (or 25%) of the 205 professors have a salary above \$99,989; it could be more or less.

Salary data by discipline is available from AACSB in two forms, a general volume of salary data from all participating institutions and special studies of institutionally selected peers. As mentioned in the previous section, data from a special study is not yet available, and thus the use of AACSB data will be limited to what could be obtained from their annual publication on faculty salaries in business colleges.

The data for faculty salaries in economics at private AACSB accredited business colleges from AACSB publication on faculty salaries is presented in the table on the following page. Since Lehigh is accredited, comparisons with other accredited business colleges seem most appropriate, but a variety of other tables are available in the AACSB Salary Survey.

Lehigh Salary Data:

In the CUPA-HR salary table for Business & Managerial Economics in the previous section, the average salary for professors of Economics at Lehigh is below the median. It is in the third quartile for the combined data of Economics and Business & Managerial Economics and for the AACSB data. The average salary for associate professors of Economics is below the median for Business & Managerial Economics. It is in the second quartile for the combined data of Economics and Business & Managerial Economics and for the AACSB data. There are no assistant professors in the Economics Department.

Association to Advance Collegiate Schools of Business 2000-2001 Salary Survey
 Average Salaries by Rank and Percentile – Private Accredited Institutions
 For Economics and Managerial Economics (in thousands of dollars)

<u>Rank</u>	<u>Number of Institutions</u>	<u>Mean</u>	<u>Max</u>	<u>90%</u>	<u>75%</u>	<u>Median</u>	<u>25%</u>	<u>10%</u>	<u>Min</u>
Professor	269	112.5	251.0	175.0	134.2	97.0	83.1	73.9	58.1
Associate Professor	169	75.1	135.0	107.0	78.8	69.8	63.0	57.0	47.3
Assistant Professor	122	76.1	130.0	105.0	95.8	71.7	59.1	49.7	39.4

Peer Sets:

The following private universities along with Lehigh reported salaries in the discipline of Financial Management and Services (52.08), and form the CUPA-HR peer set for the Department of Finance and Law:

American University	<i>Southern Methodist University</i>
Baylor University	<i>Texas Christian University</i>
<i>Case Western Reserve University</i>	<i>Tulane University</i>
<i>Clarkson University</i>	University of Miami
<i>Emory University</i>	University of San Francisco
<i>Fordham University</i>	<i>Washington University</i>
Saint Louis University	

Lehigh also participates in the annual salary survey conducted by the Association to Advance Collegiate School of Business (AACSB). Special studies similar to those done by CUPA-HR are available from AACSB. Discussions and peer selection are underway with the College of Business and Economics for such a special AACSB study. When this special study is complete, this report will be amended to include the peer set used and the salary data obtained from it.

Peer Salary Data:

The CUPA-HR institutional averages shown below are presented in thirds by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns T1 and T2 denote the ends of the first and second thirds. Thus, the ranges for the thirds are Min to T1, T1 to T2, and T2 to Max.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Third - Selected Institutions
For Financial Management and Services

<u>Rank</u>	<u>Min</u>	<u>T1</u>	<u>T2</u>	<u>Max</u>
Professor (13, 58)	\$83,050	\$105,507	\$138,663	\$218,500
Associate Professor (13, 44)	\$72,871	\$83,369	\$96,956	\$150,000
Assistant Professor (12, 49)	\$57,941	\$90,726	\$107,760	\$125,333

It is important to remember that the above numbers are all departmental averages. The thirds would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table because of significant variations in the size of the departments. For example, there is no reason to believe that exactly 19 (or 33%) of the 58 professors have a salary above \$138,663; it could be more or less.

Salary data by discipline is available from AACSB in two forms, a general volume of salary data from all participating institutions and special studies of institutionally selected peers. As mentioned in the previous section, data from a special study is not yet available, and thus the use of AACSB data will be limited to what could be obtained from their annual publication on faculty salaries in business colleges.

The data for faculty salaries in finance and business law/legal environment at private AACSB accredited business colleges from AACSB publication on faculty salaries is presented in the last two tables on the following pages. Since Lehigh is accredited, comparisons with other accredited business colleges seem most appropriate, but a variety of other tables are available in the AACSB Salary Survey.

Lehigh Salary Data:

The average salary for associate professors of Finance and Law at Lehigh is in the middle third for associate professors in the CUPA-HR salary table in the previous section. Any comments about the average salary for professors or assistant professors in this department might reveal information about individual salaries.

Association to Advance Collegiate Schools of Business 2000-2001 Salary Survey
Average Salaries by Rank and Percentile – Private Accredited Institutions
For Finance (in thousands of dollars)

<u>Rank</u>	<u>Number of Institutions</u>	<u>Mean</u>	<u>Max</u>	<u>90%</u>	<u>75%</u>	<u>Median</u>	<u>25%</u>	<u>10%</u>	<u>Min</u>
Professor	361	136.2	310.8	213.1	174.2	118.0	94.7	80.7	55.0
Associate Professor	287	97.1	214.6	140.0	110.5	90.9	80.6	70.8	30.1
Assistant Professor	274	99.5	143.0	132.0	123.0	100.0	80.0	65.0	42.7

Association to Advance Collegiate Schools of Business 2000-2001 Salary Survey
 Average Salaries by Rank and Percentile – Private Accredited Institutions
 For Business Law/Legal Environment (in thousands of dollars)

<u>Rank</u>	<u>Number of Institutions</u>	<u>Mean</u>	<u>Max</u>	<u>90%</u>	<u>75%</u>	<u>Median</u>	<u>25%</u>	<u>10%</u>	<u>Min</u>
Professor	55	92.4	179.8	134.7	102.6	83.6	72.9	66.9	32.2
Associate Professor	69	70.7	126.8	95.0	75.6	66.6	61.5	56.2	45.0
Assistant Professor	39	58.9	108.0	95.0	61.8	55.6	51.0	41.6	35.0

Peer Sets:

The following private universities along with Lehigh reported salaries in the discipline of Marketing Management and Research (52.14), and form the CUPA-HR peer set for the Department of Management and Marketing:

Baylor University

Boston University

Clarkson University

Emory University

Fordham University

Saint Louis University

Southern Methodist University

Texas Christian University

Tulane University

University of Miami

University of San Francisco

Washington University

Lehigh also participates in the annual salary survey conducted by the Association to Advance Collegiate Schools of Business (AACSB). Special studies similar to those done by CUPA-HR are available from AACSB. Discussions and peer selection are underway with the College of Business and Economics for such a special AACSB study. When this special study is complete, this report will be amended to include the peer set used and the salary data obtained from it.

Peer Salary Data:

The CUPA-HR institutional averages shown below are presented in halves by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The column Median denotes the end of the first half. Thus, the ranges for the halves are Min to Median and Median to Max.

Summary Salary Data Derived From
 CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
 Average Salaries by Rank and Half - Selected Institutions
 For Management and Marketing

<u>Rank</u>	<u>Min</u>	<u>Median</u>	<u>Max</u>
Professor (11, 34)	\$86,750	\$111,570	\$209,931
Associate Professor (10, 28)	\$70,800	\$80,309	\$107,033
Assistant Professor (13, 43)	\$62,890	\$78,775	\$102,200

It is important to remember that the above numbers are all departmental averages. The halves would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table because of significant variations in the size of the departments. For example, there is no reason to believe that exactly 17 (or 50%) of the 34 professors have a salary above \$111,570; it could be more or less.

Salary data by discipline is available from the Association to Advance Collegiate School of Business (AACSB) in two forms, a general volume of salary data from all participating institutions and special studies of institutionally selected peers. As mentioned in the previous section, data from a special study is not yet available, and thus the use of AACSB data will be limited to what could be obtained from their annual publication on faculty salaries in business colleges.

The data for faculty salaries in management and marketing at private AACSB accredited business colleges from AACSB publication on faculty salaries is presented in the last two tables on the following pages. Since Lehigh is accredited, comparisons with other accredited business colleges seem most appropriate, but a variety of other tables are available in the AACSB Salary Survey.

Lehigh Salary Data:

The average salary for professors and associate professors of Management and Marketing at Lehigh is in the lower half for both ranks in the CUPA-HR salary table in the previous section. Any comments about the average salary of assistant professors might reveal information about individual salaries.

Association to Advance Collegiate Schools of Business 2000-2001 Salary Survey
Average Salaries by Rank and Percentile – Private Accredited Institutions
For Management (in thousands of dollars)

<u>Rank</u>	<u>Number of Institutions</u>	<u>Mean</u>	<u>Max</u>	<u>90%</u>	<u>75%</u>	<u>Median</u>	<u>25%</u>	<u>10%</u>	<u>Min</u>
Professor	226	110.2	237.7	161.3	129.5	99.0	86.0	76.6	41.5
Associate Professor	192	82.4	134.0	111.2	91.4	78.8	69.5	63.5	27.3
Assistant Professor	157	79.5	160.0	98.3	91.9	77.1	68.5	58.2	32.4

Association to Advance Collegiate Schools of Business 2000-2001 Salary Survey
 Average Salaries by Rank and Percentile – Private Accredited Institutions
 For Marketing (in thousands of dollars)

<u>Rank</u>	<u>Number of Institutions</u>	<u>Mean</u>	<u>Max</u>	<u>90%</u>	<u>75%</u>	<u>Median</u>	<u>25%</u>	<u>10%</u>	<u>Min</u>
Professor	254	122.6	250.0	184.5	151.5	110.3	92.1	81.1	33.8
Associate Professor	250	85.6	158.0	113.0	93.9	82.0	73.8	66.7	47.6
Assistant Professor	216	81.9	132.0	104.0	93.3	80.0	71.0	63.3	42.8

Peer Sets:

The College of Education recommended the following sets of peers by program type:

Counseling Psychology:

<i>Boston College</i>	Penn State University	<i>Teacher's College, Columbia University</i>	<i>Stanford University</i>	University of Maryland
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Educational Leadership:

University of Northern Colorado	College of William and Mary	University of Delaware	Boston University	University of Connecticut
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Educational Technology:

University of Georgia	Florida State University	Utah State University	Penn State University	<i>Northwestern University</i>
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Technology-Based Teacher Education:

Syracuse University	<i>George Washington University</i>	<i>Northwestern University</i>	Boston University	University of Southern California
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School Psychology:

University of Nebraska - Lincoln	University of Wisconsin - Madison	Texas A & M University	University of South Carolina	University of Georgia
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Special Education:

University of Florida	University of Illinois at Urbana-Champaign	University of Virginia	University of Washington	<i>Vanderbilt University</i>
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Following is a list of universities that participated in the University of Georgia 1999-2000 Salary Survey and are in the US News Top 50 Schools of Education for 2001. This list is precisely the set of education colleges that the College as a whole recommended for benchmarking.

<i>Columbia University</i>	University of Georgia
Florida State University	Univ. of Illinois at Urbana-Champaign
<i>George Mason University</i>	University of Iowa
Harvard Graduate School of Education	University of Kansas
<i>Indiana University</i>	University of Maryland
Michigan State University	University of Michigan
Penn State University	University of Missouri-Columbia
Purdue University	University of Pittsburgh
Syracuse University	University of Southern California
Temple University	University of Virginia
Texas A&M University	University of Washington
The Ohio State University	University of Wisconsin – Madison
U Conn Neag School of Education	Utah State University
University of Arizona	Vanderbilt University
University of Florida	

The following private universities along with Lehigh reported salaries in the discipline of Education (13.00), and form the CUPA-HR peer set for the College of Education:

<i>American University</i>	<i>Pepperdine University *</i>
Baylor University *	<i>Saint Louis University</i>
Boston University *	<i>Stanford University *</i>
<i>Brown University</i>	University of Miami *
<i>Catholic University of America</i>	<i>University of San Diego *</i>
<i>Emory University</i>	University of San Francisco *
<i>Fordham University</i>	<i>Vanderbilt University</i>
<i>Georgetown University *</i>	<i>Washington University</i>
<i>Johns Hopkins University</i>	

Each university with a * indicates that it has a college or school of education. The apparent absence of a college of education at 9 of the 17 CUPA-HR peers limits the usefulness of this peer set.

Peer Salary Data:

The University of Georgia institutional averages shown below are presented in quartiles by rank. The numbers in parentheses provide the number of institutions and the number of faculty from which the data is derived. The smallest and largest institutional averages are reported under the Min and Max columns. The columns Q1, Q2, and Q3 denote the ends of the first, second, and third quartiles. Thus, the ranges of the thirds are Min to Q1, Q1 to Q2, Q2 to Q3, and Q3 to Max.

University of Georgia 1999-2000 Salary Study
Average Salaries by Rank and Quartiles - Selected Institutions
For Education

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (30, 1107)	\$59,680	\$70,275	\$77,822	\$83,696	\$103,559
Associate Professor (30, 845)	\$45,334	\$53,409	\$56,414	\$60,045	\$69,505
Assistant Professor (30, 592)	\$39,239	\$45,136	\$46,299	\$49,177	\$59,260

The CUPA-HR institutional averages shown on the next page are presented in quartiles by rank, in the same format as the previous table.

Summary Salary Data Derived From
CUPA-HR 2000-2001 National Faculty Salary Survey Special Study
Average Salaries by Rank and Quartile – Selected Institutions
For Education

<u>Rank</u>	<u>Min</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Max</u>
Professor (16, 138)	\$63,000	\$71,785	\$78,967	\$94,071	\$118,768
Associate Professor (16, 110)	\$49,263	\$54,438	\$57,443	\$63,276	\$83,744
Assistant Professor (17, 105)	\$36,519	\$46,940	\$49,819	\$52,944	\$62,543

It is important to remember that the above numbers are all departmental averages. The quartiles would probably be quite different for the distribution of the actual salaries of all the faculty members whose department averages are included in the above table because of significant variations in the size of the departments. For example, there is no reason to believe that exactly 34 (or 25%) of the 138 professors have a salary above \$94,071; it could be more or less.

In spite of the significant differences in the two peer sets, the salary figures for the two peers set do exhibit similarities.

Lehigh Salary Data:

The average salaries for professors and assistant professors of Education at Lehigh is in the fourth quartile of the salary table extracted from the University of Georgia 1999-2000 Salary Study and presented in the previous section. The average for associate professors is in the third quartile for their rank in the same table.