



Midwestern Higher Education Compact

1300 South Second St.

Suite 130

Minneapolis, MN 55454-1079

Phone: (612) 626-8288

Fax: (612) 626-8290

www.mhec.org

mhec@mhec.org



Average Faculty Salaries

A Comparison of Public and Private Institutions by Midwestern State¹

Midwestern Higher Education Compact
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The successful fulfillment of higher education's tripartite mission of teaching, research, and service is dependent largely on the faculty. Institutional leaders regularly face the seemingly contradictory tasks of maximizing the quality, effectiveness, and productivity of the faculty while searching for efficiencies in labor and reducing the overall cost of educational delivery. Faculty salary and benefits constitute a significant portion of an institution's operational budget. However, changes in the allocation of institutional resources are affecting faculty compensation. According to research completed by the Delta Project on Postsecondary Education Costs, Productivity, and Accountability, instructional costs, primarily categorized as faculty salaries and benefits, have decreased as a proportion of total spending at both public and private institutions since 1998.² In both public and private institutions, instructional spending grew more slowly than most of the other spending areas measured. Spending in this area ranged from 35 to 44 percent of total spending in 2005. Some of this reduction in growth may be attributable to a shift from full-time, tenured faculty to part-time and non-tenured positions.

The Importance of Competitive Faculty Salaries

Faculty salaries are one measure of the commitment and resources devoted by an institution to the student learning experience. Sutton and Bergerson, in their review of the relationship of faculty compensation to the quality of higher education, note that "the absolute and relative levels of faculty compensation have an impact on faculty behavior" and "faculty behavior and its relationship to the employing institution's mission can be positive, negative, or neutral, depending on the specific details of the compensation system in use."³ Salary is one of many factors considered by prospective faculty members in weighing offers of employment; many of today's academics are prepared to move among institutions (and private sector industries) for a more favorable compensation package. When top faculty members leave to pursue other

¹ This report was prepared by Olena Glushko Horner based on earlier versions of the report written by Chris Rasmussen and updated by Gina Johnson.

² Wellman, J. V.; Desrochers, D.M. & Lenihan, C.M. (2008). *The growing imbalance: Recent trends in U. S. postsecondary education finance*. Accessed online at <http://www.deltacostproject.org/resources/pdf/imbalance20080423.pdf>.

³ Sutton, T.P. & Bergerson, P.J. (2001). *Faculty compensation systems: Impact on the quality of higher education*. Accessed online at http://www.eric.ed.gov/ERICDocs/data/ericdocs2sql/content_storage_01/0000019b/80/19/4d/be.pdf.



opportunities, local and regional economic development can suffer through the associated loss of external funding, technology transfer and other entrepreneurial activity, and the loss of talented researchers and graduate students brought and attracted by cutting-edge scholars. Generational differences can also play a role in faculty deciding whether to accept a particular position. Salary, overall compensation, and work/life issues are different for baby boomers than they are for members of Generations X and Y. It behooves institutions to understand and accommodate these differences.⁴

This policy brief provides data on faculty salaries at colleges and universities in the MHEC region and at selected peer and comparison institutions in other parts of the United States. The primary data source is the American Association of University Professors (AAUP), which reports annually on the economic status of the professoriate, providing data on faculty salaries, health care, retirement plans, tuition benefits, and other types of cash and in-kind benefits.⁵

According to the AAUP, the average salary increase from 2007-08 to 2008-09 for full-time faculty across all types of institutions and faculty ranks in the United States was 3.4%.⁶ This marked the first time in six years that the salary increase for 2008-09 exceeded inflation, which was running at its lowest rate in decades. The inflation rate for the comparison period was 0.1%. Faculty salaries across all ranks averaged \$77,009 at public institutions (a 3.1% one-year increase) while faculty at private/independent institutions received an average salary of \$92,257 (up 4.0%). Faculty at the subset of church-related colleges and universities earned on average a much lower salary of \$71,857 (a 3.9% one-year increase).

Women continue to lag behind men in pay, with a salary gap of 11.8% at the rank of full professor, 6.6% at the rank of associate professor, 6.8% at the rank of assistant professor, and 3.4% for instructors in 2008-09. These numbers are very similar to those seen in 2007-08. The overall salary gap was 15.4% at church-related institutions (compared to 15.6% in 2007-08), 18.8% at public institutions (up from 18.4% in 2007-08), and 20.9% at private/independent institutions (compared to 21.1% in 2007-08).⁷

Faculty Salaries in Context

While this policy brief contains data on faculty salaries only, total faculty compensation includes wages plus a range of fringe benefits and perquisites. According to the AAUP survey, total expenditures for benefits averaged 28.0% of salary for all faculty members in 2008-09, similar to the 27.5% figure reported for 2007-08. Direct and indirect pecuniary benefits can include health, life and disability insurance, retirement contributions, tuition reduction or remission for faculty or family members, research funding, travel support, release time for research purposes (through sabbaticals or course load reduction), other paid leave, housing stipends or accommodation in institutionally owned housing, child-care benefits, and assignment of

⁴ See Helms, R. M (2010). *New challenges, new priorities: The experiences of Generation X faculty*. Cambridge, MA: The Collaborative on Academic Careers in Higher Education, Harvard University Graduate School of Education. Available online at

http://isites.harvard.edu/fs/docs/icb.topic436591.files/COACHE_Study_NewChallengesNewPriorities_20100304.pdf.

⁵ American Association of University Professors (2009). *On the brink: Annual report on the economic status of the profession, 2008-09*. Accessed online at <http://www.aaup.org/NR/rdonlyres/0A07ADBE-930F-461E-9140-C74F24122949/0/zreport.pdf>

⁶ Dollar figures for average salaries are based on data from 1,259 institutions; percentage changes are based on data from 1,215 institutions that reported comparable data for both years.

⁷ Persons interested in the differences in salary averages at their particular institution can access the information on the web at <http://chronicle.com/stats/aaup/>.



graduate or undergraduate research assistants. Additional perquisites can include recreational or social club memberships, access to tickets for athletic and cultural events, and upgraded teaching, research, and office space and equipment.

Faculty salary data presented in tables are in nominal dollars and are not adjusted for inflation. Comparisons to the inflation rate are made in the text that accompanies the tables. According to the Bureau of Labor Statistics, the Consumer Price Index (CPI-U) increase for all items in 2008 was only 0.1%. The five-year cumulative increase in inflation from 2003-2008 was 17.0%.⁸ However, faculty salaries must also be examined within the context of sector-specific inflation and the great variation in cost of living from state to state and among communities where colleges and universities are located. Table 1 contains data on the cost of living in the fourth quarter of 2009 for MHEC states and neighboring states.

Table 1: 2009 Fourth Quarter Cost of Living Indices for Midwestern and Bordering States⁹

State	Composite Score	U.S. Rank	Utilities	Groceries	Health Care	Housing	Misc.	Transportation
OK	88.2	1	86.2	95.2	95.6	75.9	94.5	93.1
TN	89.0	2	90.5	92.3	92.3	77.2	96.3	92.1
AR	90.0	3	94.3	94.3	90.9	78.5	96.4	92.3
KY	90.5	4	99.5	88.9	93.5	80.2	94.4	98.5
KS	90.9	5	84.3	91.6	91.6	85.9	95.6	94.4
NE	90.9	6	98.7	96.2	89.0	84.6	90.9	94.6
SD	90.9	7	83.9	92.4	99.3	83.3	99.2	88.8
MO	91.2	9	91.8	94.3	95.4	80.6	98.5	92.4
IN	92.1	13	100.8	91.8	97.1	83.4	93.6	100.1
OH	93.2	15	111.1	97.3	95.0	79.3	95.4	101.3
IA	93.4	16	89.4	92.6	95.4	88.4	97.1	99.3
WV	93.7	17	91.3	92.8	94.9	93.5	91.5	102.6
ND	94.6	18	74.7	101.6	99.0	87.0	101.9	100.8
WI	96.6	19	109.0	94.1	105.2	90.0	96.5	102.1
IL	96.6	20	102.4	97.1	100.6	90.0	97.5	103.6
MI	96.9	23	116.2	97.6	93.2	94.4	92.8	98.0
WY	99.1	26	88.6	103.0	93.6	106.5	96.3	94.8
PA	100.5	29	112.8	99.7	93.9	96.8	101.7	99.6
MT	102.8	32	91.6	114.8	103.4	101.4	103.6	100.1
MN	103.0	33	111.7	102.9	105.8	98.1	105.1	100.8
CO	105.2	36	91.2	105.1	103.1	119.1	99.7	98.7

The cost of living is highest in the New England states, Alaska, Hawaii, and on the West Coast; it is the least expensive in the Midwest and the South. The cost of living is lowest in Oklahoma, which has a composite index score of 88.2 (meaning the cost of living in Oklahoma is 88.2% of the national average).

⁸ See <http://ftp.bls.gov/pub/special.requests/cpi/cpiiai.txt> .

⁹ All figures are in relation to a national average of 100. Missouri Economic Research and Information Center (MERIC), Missouri Department of Economic Development, with data from AACRA/The Council for Community and Economic Research. See http://www.missourieconomy.org/indicators/cost_of_living/index.stm. MERIC derives the cost of living index for each state by averaging the indices of participating cities and metropolitan areas in that state. Online data includes all 50 states and the District of Columbia. A rank of 1 indicates the lowest cost of living.



Kansas, ranked as the fifth least expensive state nationally, is the MHEC state with the lowest cost of living. The rankings of the remaining MHEC states range from 6th (Nebraska) to 33rd (Minnesota). Minnesota is the only state in the region to have a cost of living score above the national average. Great variation in costs can be seen in major areas of household spending. For example, among MHEC states the cost of housing is lowest in Ohio; the cost of groceries is lowest in Kansas; health care costs are lowest in Nebraska, transportation costs are lowest in South Dakota; and utility costs are the least expensive in North Dakota. In the Midwest, Minnesota has the highest cost of living in housing, health care, and groceries; Michigan is highest in utilities; and Illinois is the most expensive state for transportation. MHEC states vary the least in the cost of groceries, while the largest difference is seen in utilities with index scores ranging from 74.7 in North Dakota to 116.2 in Michigan.

State averages can mask the great differences in salaries needed to be competitive in different regions of a state. In Illinois, for example, an individual earning \$100,000 per year in Peoria would need to make \$101,444 in Champaign, \$105,570 in Rock Island, and \$136,682 in Chicago to maintain a similar standard of living. When comparing cities in the MHEC region where doctoral universities are located, comparable costs of living are seen in Lincoln (NE), Cincinnati (OH), and Champaign (IL); Lansing (MI) and Milwaukee (WI); and in Detroit (MI) and Minneapolis-St. Paul (MN). Large differences can be seen around the country when comparing cities where major research universities are located. For example, if an academic earning \$100,000 in Bloomington, Indiana, were to move to Seattle, maintaining a consistent standard of living would require a salary of \$129,803 in the new location. The difference would be even more pronounced in Boulder (\$132,969), Washington, D.C. (\$170,362), and San Francisco (\$187,895).¹⁰

Structure of this Report

Data in this report are organized by Carnegie Classification (doctoral, master's, and baccalaureate institutions¹¹), faculty rank (full professor, associate professor, and assistant professor¹²) and form of control (public or private/independent). Data was obtained from the *Chronicle of Higher Education*, which publishes AAUP survey data for public use on its website, <http://chronicle.com/stats/aaup/>. Average salaries are presented in thousands of dollars, rounded to the nearest hundred. Salaries are adjusted to reflect a nine month academic work year.¹³ Only full-time members of the instructional staff are represented in this data.¹⁴ Data from the AAUP show part-time positions comprising over 50 percent of all

¹⁰ See http://chronicle.salary.com/CostOfLivingWizard/layouts/scripts/coll_start.asp Data is provided by salary.com.

¹¹ The Carnegie Classification of Higher Education Institutions is a useful taxonomy for organizing degree-granting institutions for benchmarking and research purposes. Doctorate-granting universities are classified by the Carnegie Foundation as those institutions that awarded at least 20 doctoral degrees in 2003-04. Master's institutions are those institutions that awarded at least 50 master's degrees but fewer than 20 doctorates in 2003-04. Baccalaureate colleges are those institutions that offered no more than 50 master's degrees and where bachelor's degrees represented at least 50% of all undergraduate degrees awarded in 2003-04. Information on the Carnegie Classification system can be found online at <http://carnegiefoundation.org/classifications/>.

¹² Full-time faculty in tenure-track positions at most four-year degree granting institutions are hired at the rank of assistant professor. Faculty are eligible for promotion to associate professor after a set period of time based on their cumulative record of teaching and scholarship. The particular portfolio of experiences and activity required for promotion varies from institution to institution.

¹³ At some institutions faculty pay is distributed over twelve months even though the contracted work period is nine months. Faculty members who volunteer to teach during the summer months receive stipends on top of their contractual pay. These stipends are not included in the AAUP data.

¹⁴ The AAUP survey does not include data for faculty members serving in a part-time, adjunct, or contractual basis. Individuals serving in this capacity are generally paid less and receive fewer benefits than tenure-track employees.

faculty appointments.¹⁵ A total of 1,259 institutions reported faculty salary data to the AAUP for its 2008-09 report. This represents approximately one-third of the total degree-granting, not-for-profit colleges and universities in the United States.

Given the relatively small number of doctoral institutions in the MHEC region, universities in this category are listed individually. Data are also provided for 20 prominent public doctoral universities outside of the MHEC region for comparative purposes. Private doctoral universities have been left out of this report due to the relatively small number of institutions in the region and concomitant limitations on data. Master's and baccalaureate institutions have been combined in this report given the small number of public baccalaureate institutions and the small number of private master's institutions in most states. Data for public and private institutions are aggregated by state in separate tables. Data from selected colleges and universities in bordering states are provided for comparative purposes.¹⁶

Doctoral Institutions

The Carnegie Foundation defines doctoral institutions as those universities that awarded at least 20 doctoral degrees in 2003-04 (not counting professional degrees such as those in law, medicine, and pharmacy).¹⁷ In most cases, doctoral institutions also devote a substantial amount of resources to basic and applied research. This is particularly true of “flagship” institutions and other land-grant universities.

Because of the relatively small number of public doctoral-level institutions in many of the MHEC states, salary data is listed for selected “flagship” and/or land-grant universities along with other institutions in the region with significant profiles in research and doctoral student training. For comparison purposes, data is also provided for other public universities in the Big Ten and Big XII athletic conferences as well as for selected other prominent public doctoral institutions outside of the Midwest with which MHEC institutions are likely to compete for faculty and research funds. This “sample” is not scientific; caution is therefore advised in noting the differences in averages of Midwestern universities and of comparison institutions.

Full Professors. Average salaries for full professors at selected doctoral institutions in the Midwest in 2008-09 ranged from \$84,500 at the University of North Dakota to \$129,600 at the University of Illinois, Urbana-Champaign and \$142,100 at the University of Michigan at Ann Arbor. The average for all Midwestern institutions in Table 2 was \$113,000. The median salary for all institutions in Table 2 was \$113,550. In comparison, the average salary for full professors at selected peer institutions was \$120,900, with a median of \$121,600. Salaries at peer/comparison institutions ranged from \$95,700 at Oklahoma State University to \$142,700 at the University of North Carolina at Chapel Hill. The average for all public doctoral institutions in the nation that reported data was \$115,509 – approximately \$2,500 higher than the average of the 20 Midwestern institutions included in the table.

¹⁵ See <http://www.aaup.org/AAUP/issues/contingent/>.

¹⁶ Unfortunately, too few two-year colleges respond to the AAUP survey to provide reliable state averages.

¹⁷ For purposes of the AAUP survey, universities were considered doctoral institutions if they awarded at least 30 doctoral-level degrees annually from at least three distinct programs.



**Table 2: Average Salary for Full Professors at Selected Public Doctoral Institutions
In the MHEC Region (in thousands of dollars)**

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa State U	112.1	106.7	92.2	5.1%	21.6%
U of Iowa	124.6	118.1	100.8	5.5%	23.6%
U of Illinois at Chicago	118.7	115.6	100.4	2.7%	18.2%
U of Illinois at Urbana-Champaign	129.6	125.7	107.0	3.1%	21.1%
Indiana U at Bloomington	118.4	114.0	99.1	3.9%	19.5%
Purdue U (IN)	115.0	111.3	97.2	3.3%	18.3%
Kansas State U	96.8	91.8	76.2	5.4%	27.0%
U of Kansas	117.3	110.5	87.9	6.2%	33.4%
Michigan State U	121.9	116.0	98.3	5.1%	24.0%
U of Michigan at Ann Arbor	142.1	137.0	117.8	3.7%	20.6%
Wayne State U (MI)	110.9	105.6	95.2	5.0%	16.5%
U of Minnesota - Twin Cities	127.4	121.3	102.0	5.0%	24.9%
U of Missouri at Columbia	111.2	102.8	91.8	8.2%	21.1%
U of North Dakota	84.5	80.3	68.6	5.2%	23.2%
U of Nebraska at Lincoln	110.1	105.2	90.9	4.7%	21.1%
Ohio State U	126.4	121.6	103.5	3.9%	22.1%
U of Cincinnati	99.7	98.2	87.4	1.5%	14.1%
U of South Dakota	90.9	83.8	69.1	8.5%	31.5%
U of Wisconsin at Madison	109.5	104.7	96.2	4.6%	13.8%
U of Wisconsin at Milwaukee	93.7	89.7	83.4	4.5%	12.4%
Midwestern Average	113.0	108.0	93.3	4.7%	21.2%
Standard Deviation	14.4	14.3	12.2		

Full professors at Table 2 institutions saw a 4.7 % increase in average salary from 2007-08 to 2008-09, compared to a 3.5% increase for selected peer institutions and the national average of 5.4%. Midwestern doctoral institutions exceeded the inflation rate of 0.1%, as did peer institutions and the national average. For the five-year period of 2003-04 to 2008-09, salaries for full professors at Midwestern doctoral institutions increased by 21.2%, above the cumulative inflation rate of 17.0% and behind the 23.5% average increase for peer institutions. Full professors at the University of Kansas and the University of South Dakota received the largest five-year increase of 33.4% and 31.5%, respectively. Salary increases have not kept up with inflation at Wayne State University (16.5%) and the Universities of Cincinnati (14.1%), Wisconsin at Madison (13.8%) and Wisconsin at Milwaukee (12.4%).

Table 3: Average Salary for Full Professors at Selected Public Doctoral Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
U of Arizona	114.5	113.1	92.5	1.2%	23.8%
U of Colorado at Boulder	121.5	116.4	98.4	4.4%	23.5%
U of Florida	115.2	109.3	93.5	5.4%	23.2%
Georgia Institute of Technology	139.8	134.7	116.7	3.8%	19.8%
U of Maryland at College Park	133.4	127.5	107.0	4.6%	24.7%
U of North Carolina at Chapel Hill	142.7	138.5	106.3	3.0%	34.2%
Rutgers U at New Brunswick (NJ)	137.5	130.1	110.9	5.7%	24.0%
State U of New York at Buffalo	126.6	119.4	104.4	6.0%	21.3%
U of Oklahoma at Norman	111.8	110.3	85.7	1.4%	30.5%
Oklahoma State U	95.7	92.3	76.7	3.7%	24.8%
U of Oregon	99.8	94.8	83.1	5.3%	20.1%
Pennsylvania State U at U Park	131.1	125.4	108.0	4.5%	21.4%
U of Pittsburgh main campus	127.3	121.9	105.6	4.4%	20.5%
U of Tennessee at Knoxville	100.8	104.4	88.1	-3.4%	14.4%
U of Texas at Austin	132.3	126.0	103.2	5.0%	28.2%
Texas A&M U at College Station	116.3	112.3	95.2	3.6%	22.2%
Texas Tech U	101.9	99.9	86.5	2.0%	17.8%
U of Utah	113.7	109.5	88.5	3.8%	28.5%
U of Virginia	133.4	132.7	112.9	0.5%	18.2%
U of Washington	121.7	116.4	93.2	4.6%	30.6%
Peer/Comparison Average	120.9	116.7	97.8	3.5%	23.5%
Standard Deviation	14.1	13.1	11.1		
Midwestern Average	113.0	108.0	93.3	4.7%	21.2%
National Average	115.5	109.6	94.6	5.4%¹⁸	22.1%

Associate Professors. Tables 4 and 5 contain data on salaries for faculty at the associate professor rank at selected doctoral institutions in the Midwest and beyond. Average salaries for associate professors in the Midwest in 2008-09 ranged from \$63,700 at the University of South Dakota to \$86,200 at the University of Minnesota, Twin Cities and \$93,100 at the University of Michigan at Ann Arbor. The average for all Midwestern institutions in Table 4 was \$79,700. The median salary for all institutions in Table 4 was \$81,750. In comparison, the average salary for associate professors at selected peer institutions was \$84,000 with a median of \$85,450. Salaries at peer/comparison institutions ranged from \$72,000 at Texas Technological University to \$95,400 at the Georgia Institute of Technology. The average for all public doctoral institutions in the United States that reported data was \$79,986 – very close to the Midwestern average.

¹⁸ The one-year percentage changes for all categories of institutions in this report differ somewhat from AAUP figures as they are calculated using data from institutions who participated in the survey in one or both years. The pool of institutions reporting data varies somewhat from year to year, with 1,259 institutions reporting for 2008-09. In contrast, the AAUP reported one-year averages are calculated using only those institutions who reported data for both 2007-08 and 2008-09. These figures are based on data from only 1,215 institutions.



Associate professors at institutions included in Table 4 saw a 3.9% increase in average salary from 2007-08 to 2008-09, compared to a 3.6% increase for selected peer institutions and the national average of 3.9%. Faculty at the University of Missouri at Columbia received the highest increase at 6.4% while faculty at the University of Illinois at Urbana-Champaign received an increase of only 1.6%. For the five-year period of 2003-04 to 2008-09, salaries for associate professors at Midwestern doctoral institutions increased by 18.3%, above the cumulative inflation rate of 17.0% but below the rate of peer institutions, which increased 23.3% in the same time period. Associate professors at the universities of Kansas and Minnesota – Twin Cities received the largest five-year salary increases of 29.0% and 23.3%, respectively. Salary increases have not kept up with inflation at Wayne State University (16.1%) or the Universities of Illinois at Urbana-Champaign (16.0%), Wisconsin at Madison (15.3%), Michigan at Ann Arbor (15.1%), Cincinnati (12.4%), and Wisconsin at Milwaukee (9.9%).

Table 4: Average Salary for Associate Professors at Selected Public Doctoral Institutions In the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa State U	81.9	77.6	69.2	5.5%	18.4%
U of Iowa	83.1	81.0	67.5	2.6%	23.1%
U of Illinois at Chicago	84.5	82.5	71.3	2.4%	18.5%
U of Illinois at Urbana-Champaign	83.5	82.2	72.0	1.6%	16.0%
Indiana U at Bloomington	81.6	77.8	68.5	4.9%	19.1%
Purdue U (IN)	80.2	77.2	68.8	3.9%	16.6%
Kansas State U	73.4	70.5	60.8	4.1%	20.7%
U of Kansas	79.6	76.1	61.7	4.6%	29.0%
Michigan State U	85.9	82.8	72.4	3.7%	18.6%
U of Michigan at Ann Arbor	93.1	89.1	80.9	4.5%	15.1%
Wayne State U (MI)	84.2	80.4	72.5	4.7%	16.1%
U of Minnesota - Twin Cities	86.2	84.3	69.9	2.3%	23.3%
U of Missouri at Columbia	75.3	70.8	64.5	6.4%	16.7%
U of North Dakota	69.9	66.3	57.5	5.4%	21.6%
U of Nebraska at Lincoln	76.7	74.4	65.4	3.1%	17.3%
Ohio State U	84.2	80.5	69.1	4.6%	21.9%
U of Cincinnati	72.4	70.6	64.4	2.5%	12.4%
U of South Dakota	63.7	61.3	54.4	3.9%	17.1%
U of Wisconsin at Madison	84.5	80.3	73.3	5.2%	15.3%
U of Wisconsin at Milwaukee	71.0	68.9	64.6	3.0%	9.9%
Midwestern Average	79.7	76.7	67.4	3.9%	18.3%
Standard Deviation	7.0	6.9	6.0		

Table 5: Average Salary for Associate Professors at Selected Public Doctoral Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
U of Arizona	79.5	79.0	64.9	0.6%	22.5%
U of Colorado at Boulder	88.9	84.9	71.2	4.7%	24.9%
U of Florida	75.4	73.0	65.7	3.3%	14.8%
Georgia Institute of Technology	95.4	93.0	79.9	2.6%	19.4%
U of Maryland at College Park	94.9	89.5	74.9	6.0%	26.7%
U of North Carolina at Chapel Hill	94.1	90.9	74.1	3.5%	27.0%
Rutgers U at New Brunswick (NJ)	94.9	89.4	76.8	6.2%	23.6%
State U of New York at Buffalo	88.0	83.3	73.1	5.6%	20.4%
U of Oklahoma at Norman	76.4	74.2	57.5	3.0%	32.9%
Oklahoma State U	73.5	69.9	59.2	5.2%	24.2%
U of Oregon	72.4	67.5	59.7	7.3%	21.3%
Pennsylvania State U at U Park	87.7	85.0	72.4	3.2%	21.1%
U of Pittsburgh main campus	85.6	80.4	70.2	6.5%	21.9%
U of Tennessee at Knoxville	77.6	78.5	66.4	-1.1%	16.9%
U of Texas at Austin	85.3	81.3	64.9	4.9%	31.4%
Texas A&M U at College Station	81.8	79.8	67.9	2.5%	20.5%
Texas Tech U	72.0	70.6	60.8	2.0%	18.4%
U of Utah	78.6	77.7	62.0	1.2%	26.8%
U of Virginia	91.7	91.0	75.1	0.8%	22.1%
U of Washington	87.1	83.4	66.7	4.4%	30.6%
Peer/Comparison Average	84.0	81.1	68.2	3.6%	23.3%
Standard Deviation	8.0	7.5	6.4		
Midwest Average	79.7	76.7	67.4	3.9%	18.3%
National Average	80.0	77.0	66.3	3.9%	20.7%

Assistant Professors. Tables 6 and 7 contain data on salaries for faculty at the assistant professor rank at selected doctoral institutions in the Midwest and beyond. Average salaries for assistant professors in the Midwest in 2008-09 ranged from \$55,200 at the University of South Dakota to \$76,300 at the University of Illinois, Urbana-Champaign and \$81,600 at the University of Michigan. The average for all Midwestern institutions in the table was \$68,500. The median salary for all institutions in Table 6 was \$70,050. In comparison, the average salary for assistant professors at selected peer institutions was \$72,200 and the median was \$71,900. Salaries at peer/comparison institutions ranged from \$61,500 at the University of Oklahoma at Norman to \$83,400 at the Georgia Institute of Technology and \$83,400 at the University of Maryland at College Park. The average for all public doctoral institutions in the United States that reported data was \$68,048 – very close to the Midwestern average.

**Table 6: Average Salary for Assistant Professors at Selected Public Doctoral Institutions
In the MHEC Region (in thousands of dollars)**

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa State U	71.5	67.6	57.8	5.8%	23.7%
U of Iowa	72.6	69.6	59.8	4.3%	21.4%
U of Illinois at Chicago	72.9	71.5	60.8	2.0%	19.9%
U of Illinois at Urbana-Champaign	76.3	73.7	64.5	3.5%	18.3%
Indiana U at Bloomington	71.1	68.4	59.6	3.9%	19.3%
Purdue U (IN)	72.3	69.2	60.5	4.5%	19.5%
Kansas State U	60.8	59.9	52.3	1.5%	16.3%
U of Kansas	67.1	65.0	51.2	3.2%	31.1%
Michigan State U	66.9	64.2	58.9	4.2%	13.6%
U of Michigan at Ann Arbor	81.6	79.3	66.7	2.9%	22.3%
Wayne State U (MI)	69.0	66.8	58.7	3.3%	17.5%
U of Minnesota - Twin Cities	75.0	72.3	60.6	3.7%	23.8%
U of Missouri at Columbia	61.1	58.2	52.3	5.0%	16.8%
U of North Dakota	58.7	56.5	50.4	3.9%	16.5%
U of Nebraska at Lincoln	66.3	65.1	56.2	1.8%	18.0%
Ohio State U	75.0	70.9	62.3	5.8%	20.4%
U of Cincinnati	60.2	58.2	51.3	3.4%	17.3%
U of South Dakota	55.2	53.1	45.9	4.0%	20.3%
U of Wisconsin at Madison	73.0	69.1	63.6	5.6%	14.8%
U of Wisconsin at Milwaukee	63.5	60.0	56.6	5.8%	12.2%
Midwestern Average	68.5	65.9	57.5	3.9%	19.1%
Standard Deviation	6.9	6.6	5.4		

Assistant professors at institutions listed in Table 6 saw a 3.9% increase in average salary from 2007-08 to 2008-09, compared to a 3.6% increase for selected peer institutions and 4.0% increase for reporting institutions nationwide. Faculty at Iowa State University, Ohio State University, and the University of Wisconsin at Milwaukee received the highest increase of 5.8% each while faculty at Kansas State University received an increase of only 1.5%. For the five-year period of 2003-04 to 2008-09, salaries for assistant professors at Midwestern doctoral institutions increased by 19.1%, above the cumulative inflation rate of 17.0% but below the 22.1% average increase at peer institutions. Assistant professors at the University of Minnesota-Twin Cities and the University of Kansas received the largest five-year increases of 23.8% and 31.1%, respectively. Salary increases have not kept up with inflation at the University of Missouri at Columbia (16.8%), the University of North Dakota (16.5%), Kansas State University (16.3%), Michigan State University (13.6%) and the universities of Wisconsin at Madison (14.8%) and Wisconsin at Milwaukee (12.2%).

Table 7: Average Salary for Assistant Professors at Selected Public Doctoral Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
U of Arizona	66.6	69.7	57.6	-4.4%	15.6%
U of Colorado at Boulder	75.6	72.3	61.0	4.6%	23.9%
U of Florida	63.6	62.5	56.6	1.8%	12.4%
Georgia Institute of Technology	83.4	80.8	71.2	3.2%	17.1%
U of Maryland at College Park	83.4	78.8	70.0	5.8%	19.1%
U of North Carolina at Chapel Hill	82.0	76.9	61.8	6.6%	32.7%
Rutgers U at New Brunswick (NJ)	76.0	72.5	61.2	4.8%	24.2%
State U of New York at Buffalo	71.6	66.6	60.5	7.5%	18.3%
U of Oklahoma at Norman	61.5	58.9	48.9	4.4%	25.8%
Oklahoma State U	64.9	63.5	51.4	2.2%	26.3%
U of Oregon	66.4	61.9	52.9	7.3%	25.5%
Pennsylvania State U at U Park	72.4	69.5	62.5	4.2%	15.8%
U of Pittsburgh main campus	71.1	67.7	61.6	5.0%	15.4%
U of Tennessee at Knoxville	65.1	65.8	54.5	-1.1%	19.4%
U of Texas at Austin	81.8	77.6	62.3	5.4%	31.3%
Texas A&M U at College Station	72.2	70.5	58.9	2.4%	22.6%
Texas Tech U	62.1	60.9	52.1	2.0%	19.2%
U of Utah	71.6	68.7	53.4	4.2%	34.1%
U of Virginia	74.7	74.5	60.8	0.3%	22.9%
U of Washington	78.0	73.9	63.2	5.5%	23.4%
Peer/Comparison Average	72.2	69.7	59.1	3.6%	22.1%
Standard Deviation	7.1	6.3	5.8		
Midwestern Average	68.5	65.9	57.5	3.9%	19.1%
National Average	68.0	65.4	56.3	4.0%	20.9%

Public Master's and Baccalaureate Institutions

Master's and baccalaureate institutions have been combined in this report given the relatively small number of public baccalaureate-level and private master's-level institutions in the region. With the exception of certain outliers, faculty salaries do not differ greatly from baccalaureate- to master's-level institutions. Public and private institutions are listed in separate tables and in aggregate form by MHEC state. For comparison purposes, data is provided for selected public master's and baccalaureate institutions in states that border the MHEC region and for which 5-year data is available. Given the variance in the number of institutions from state to state, interstate comparisons should be made only with great caution. The data is more useful for comparing a given state to regional and national averages and for consideration of the changes in salaries within a given state over time.

Full Professors at Public Institutions. The average salary of full professors in the Midwest in 2008-09 was below the national averages of both public master's and public baccalaureate institutions. The average 1-year salary increase of 4.7% in the Midwestern states was higher than the national average of 3.1% for master's institutions and lower than the national average of 5.0% for baccalaureate institutions. Nevertheless, the 1-year salary increase was higher than the 1-year inflation rate of 0.1%. Minnesota had the highest



1-year increase at 10.9%, followed by Illinois at 6.0%. With the exception of Michigan, which saw a slight decrease, average faculty salaries increases exceeded the inflation rate in all of the Midwestern states.

Table 8: Average Salary for Full Professors at Public Master’s and Baccalaureate Institutions In the MHEC Region (in thousands of dollars)¹⁹

State	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa (1/1/1) ^{20, 21}	86.9	84.7	78.4	2.6%	10.8%
Illinois (7/7/6)	87.6	82.6	73.9	6.0%	18.5%
Indiana (10/10/10)	82.0	78.9	71.3	3.9%	14.9%
Kansas (4/4/3)	80.9	78.3	68.3	3.3%	18.4%
Michigan (7/6/8)	84.7	85.1	72.2	-0.4%	17.4%
Minnesota (10/10/10)	84.6	76.3	72.9	10.9%	16.0%
Missouri (7/6/8)	74.2	71.0	63.9	4.5%	16.1%
North Dakota (2/3/2)	59.1	58.7	53.2	0.6%	11.0%
Nebraska (3/3/5)	76.8	74.6	64.9	3.0%	18.3%
Ohio (7/7/8)	88.3	85.9	70.6	2.8%	25.1%
South Dakota (3/4/5)	79.4	76.2	65.5	4.2%	21.2%
Wisconsin (11/11/11)	72.6	70.2	66.7	3.4%	8.8%
Midwestern Average²²	80.6	77.0	69.0	4.7%	16.8%
Standard Deviation²³	8.3	8.6	6.4		
National Ave., Master’s	88.4	85.7	74.9	3.1%	18.0%
National Ave., Baccalaureate	84.4	80.4	69.0	5.0%	22.4%

The Midwest saw an average increase of 16.8% over the 5-year period from 2003-04 to 2008-09, less than the cumulative inflation rate of 17.0%. Faculty salaries at 6 of the 12 Midwestern states rose faster than inflation. Faculty in Iowa, Indiana, Minnesota, Missouri, North Dakota, and Wisconsin saw increases below the inflation rate for the 5-year period, with Wisconsin falling significantly short at 8.8%.

The average salary for full professors in the Midwest is greater than the average of 20 selected comparison institutions in neighboring states (\$80,600 for Midwestern professors compared to \$78,200 for professors at comparison institutions). Significant interstate variation exists among these comparison institutions. For example, average salaries found at selected institutions in Colorado, Montana, Tennessee, and West Virginia are generally lower than those in New York, Kentucky, and Maryland. Faculty at comparison institutions did not fare better than their Midwestern counterparts in the 1-year change in salary from 2007-

¹⁹ Selected institutions are outliers given their substantially larger faculty salaries compared to similar institutions in a given state. These institutions are Governors State University (IL), Indiana University Purdue University Indianapolis (IUPUI), Washburn University (KS), University of Michigan at Dearborn, and the Ohio State University Agricultural Technical Institute. Outliers were included in calculations of averages.

²⁰ Numbers in parentheses indicate the number of institutions reporting data in each of the three academic years listed in the tables, respectively.

²¹ Iowa has only one public master’s institution, the University of Northern Iowa, which does not allow for valid interstate comparisons.

²² The Midwestern averages are weighted to reflect differences in the number of institutions in each state.

²³ The Midwestern standard deviations are not weighted.

08 to 2008-09 (3.0% versus 4.7%). However, they had a greater 5-year change from 2003-04 to 2008-09 (17.5% versus 16.8%). The averages for the Midwestern institutions and for the comparison institutions were both higher than the 1-year inflation rate.

Table 9: Average Salary for Full Professors at Selected Public Master’s and Baccalaureate Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Arkansas State U	75.3	74.9	65.7	0.5%	14.6%
U of Central Arkansas	77.5	76.9	64.9	0.8%	19.4%
Fort Lewis C (CO)	69.2	67.5	58.9	2.5%	17.5%
Western State C (CO)	69.0	65.6	55.4	5.2%	24.5%
Northern Kentucky U	90.4	89.4	72.5	1.1%	24.7%
Western Kentucky U	83.5	81.9	71.7	2.0%	16.5%
Frostburg State U (MD)	85.0	81.7	70.7	4.0%	20.2%
Montana State U, Billings	66.7	65.0	59.3	2.6%	12.5%
U of Montana Western	58.9	53.8	51.1	9.5%	15.3%
State U of NY C at Brockport	94.5	89.1	78.5	6.1%	20.4%
Buffalo State C	86.3	80.6	70.0	7.1%	22.6%
State U of NY C at Fredonia	83.4	79.0	70.4	5.6%	18.5%
Northeastern State U (OK)	71.2	71.2	59.0	0.0%	20.7%
U of Central Oklahoma	77.6	77.6	60.2	0.0%	28.9%
Clarion U of Pennsylvania	96.5	93.7	86.8	3.0%	11.2%
Edinboro U of Pennsylvania	95.5	92.1	85.3	3.7%	12.0%
U of Pittsburgh, Johnstown	74.1	71.5	62.9	3.6%	17.8%
U of Tennessee, Martin	71.2	73.6	62.9	-3.3%	13.2%
Glenville State C (WV)	64.5	62.3	62.4	3.5%	3.4%
Marshall U (WV)	72.8	70.7	62.0	3.0%	17.4%
Average	78.2	75.9	66.5	3.0%	17.5%

Associate Professors at Public Institutions. The average salary of associate professors in the Midwest is below the national averages of both public master’s and public baccalaureate institutions. The average 1-year salary increase of 3.9% in Midwestern states was also less than the national average for baccalaureate institutions but higher than the national average for master’s institutions. The average 1-year salary increase in Midwest was higher than the 1-year inflation rate of 0.1%. Minnesota had the highest increase from 2007-08 to 2008-09 at 9.8%, followed by North Dakota at 6.4%. Michigan was the only state where average faculty salaries did not maintain pace with inflation.

Over a 5-year period the Midwest had a cumulative salary increase of 15.1%, which is below the comparison institution average of 15.6% and the 5-year inflation rate of 17.0%. Only Nebraska (25.0%), Ohio (19.4), South Dakota (19.1%), and Illinois (17.5%) had 5-year salary increases that bested inflation. Associate professors in Wisconsin (8.2%) and Indiana (9.2%) had a lower 5-year increase than other MHEC states. The average salary for associate professors in the Midwest is very close to the average of the 20 selected comparison institutions in neighboring states.

Table 10: Average Salary for Associate Professors at Public Master’s and Baccalaureate Institutions In the MHEC Region (in thousands of dollars)

State	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa (1/1/1)	70.2	67.5	60.8	4.0%	15.5%
Illinois (7/7/6)	69.5	67.4	59.1	3.0%	17.5%
Indiana (10/10/10)	63.2	62.5	57.9	1.1%	9.2%
Kansas (4/4/3)	63.3	61.6	55.9	2.8%	13.2%
Michigan (7/6/8)	67.3	67.4	58.1	0.0%	15.9%
Minnesota (10/10/10)	67.6	61.6	58.1	9.8%	16.4%
Missouri (7/6/8)	58.7	56.1	51.2	4.7%	14.6%
North Dakota (2/3/2)	51.8	48.6	44.5	6.4%	16.3%
Nebraska (3/3/5)	64.7	61.9	51.8	4.6%	25.0%
Ohio (7/7/8)	67.1	65.0	56.2	3.3%	19.4%
South Dakota (4/3/5)	64.1	61.8	53.8	3.6%	19.1%
Wisconsin (11/11/11)	59.0	57.6	54.5	2.5%	8.2%
Midwest Average	64.0	61.6	55.6	3.9%	15.1%
Standard Deviation	5.3	5.7	4.4		
National Ave., Master’s	70.3	68.0	59.4	3.4%	18.4%
National Ave., Baccalaureate	68.2	65.4	55.9	4.3%	22.0%

Table 11: Average Salary for Associate Professors at Selected Public Master’s and Baccalaureate Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Arkansas State U	61.7	61.5	54.6	0.3%	13.0%
U of Central Arkansas	63.6	63.4	56.0	0.3%	13.6%
Fort Lewis C (CO)	54.0	51.4	48.4	5.1%	11.6%
Western State C (CO)	58.9	55.0	42.4	7.1%	38.9%
Northern Kentucky U	70.3	70.4	58.1	-0.1%	21.0%
Western Kentucky U	65.0	65.4	56.9	-0.6%	14.2%
Frostburg State U (MD)	68.8	65.5	57.9	5.0%	18.8%
Montana State U, Billings	56.4	54.6	48.0	3.3%	17.5%
U of Montana Western	50.1	45.9	42.8	9.2%	17.1%
State U of NY C at Brockport	71.7	67.6	64.4	6.1%	11.3%
Buffalo State C	70.7	66.4	58.8	6.5%	20.2%
State U of NY C at Fredonia	62.2	58.9	56.3	5.6%	10.5%
Northeastern State U (OK)	58.9	58.5	50.6	0.7%	16.4%
U of Central Oklahoma	66.3	66.5	52.0	-0.3%	27.5%
Clarion U of Pennsylvania	76.0	73.9	70.5	2.8%	7.8%
Edinboro U of Pennsylvania	76.5	74.0	67.6	3.4%	13.2%
U of Pittsburgh, Johnstown	63.7	60.4	54.5	5.5%	16.9%
U of Tennessee, Martin	54.4	57.7	51.9	-5.7%	4.8%
Glenville State C (WV)	55.5	54.0	50.6	2.8%	9.7%
Marshall U (WV)	58.2	56.3	49.8	3.4%	16.9%
Average	63.1	61.4	54.6	2.9%	15.6%

Assistant Professors at Public Institutions. Assistant professors at public master’s and baccalaureate institutions in the Midwest earned less in 2008-09 on average than the national averages of both public baccalaureate and public master’s institutions. The 1-year average salary increase of 4.4% was higher than the national 1-year increase of 3.3% for master’s and lower than the national 1-year increase of 4.0% for baccalaureate institutions. The 1-year average salary increase in the Midwest was also higher than the 1-year inflation rate of 0.1%. The highest increases were seen in North Dakota and Minnesota, at 8.4%. All other MHEC states also saw 1-year increases above the rate of inflation. Michigan (0.5%) and Iowa (0.9%) saw the smallest increases in average salary. The range of salaries was very close for assistant professors at comparison institutions from 2007-08 and 2008-09, with 1-year average increases ranging from -1.5% at Fort Lewis College in Colorado to 7.5% at Glenville State College in West Virginia.

The 5-year cumulative average salary increase in the region of 17.8% exceeded both the inflation rate of 17.0% and the average comparison institution rate of 17.2%. The highest 5-year increases were seen in Ohio (23.7%), Minnesota (20.6%), and Illinois (20.5%) while Iowa had the lowest increase at 8.2%. The 5-year changes for comparison institutions ranged from 11.8% at Fort Lewis College in Colorado to 29.5% at Frostburg State University in Maryland.

Table 12: Average Salary for Assistant Professors at Public Master’s and Baccalaureate Institutions in the MHEC Region (in thousands of dollars)

State	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa (1/1/1)	55.7	55.2	51.5	0.9%	8.2%
Illinois (7/7/6)	59.4	56.9	49.3	4.4%	20.5%
Indiana (10/10/10)	55.1	53.1	47.6	3.8%	15.9%
Kansas (4/4/3)	51.6	50.2	45.4	2.7%	13.7%
Michigan (7/6/8)	58.0	57.7	48.9	0.5%	18.7%
Minnesota (10/10/10)	58.5	54.0	48.5	8.4%	20.6%
Missouri (7/6/8)	50.3	48.8	43.2	3.0%	16.4%
North Dakota (2/3/2)	45.2	41.7	39.6	8.4%	14.1%
Nebraska (3/3/5)	52.2	51.0	44.1	2.4%	18.3%
Ohio (7/7/8)	56.3	53.8	45.5	4.6%	23.7%
South Dakota (4/3/5)	55.3	54.3	47.6	1.8%	16.2%
Wisconsin (11/11/11)	53.7	51.6	47.5	4.2%	13.1%
Midwest Average	55.1	52.8	46.8	4.4%	17.8%
Standard Deviation	4.0	4.9	3.2		
National Ave., Master’s	59.4	57.5	49.8	3.3%	19.3%
National Ave., Baccalaureate	57.0	54.8	46.4	4.0%	22.8%

Table 13: Average Salary for Assistant Professors at Selected Public Master’s and Baccalaureate Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Arkansas State U	53.6	53.0	44.7	1.1%	19.9%
U of Central Arkansas	56.2	53.1	46.0	5.8%	22.2%
Fort Lewis C (CO)	46.3	47.0	41.4	-1.5%	11.8%
Western State C (CO)	50.8	49.1	40.3	3.5%	26.1%
Northern Kentucky U	62.1	59.7	51.5	4.0%	20.6%
Western Kentucky U	54.3	53.3	47.8	1.9%	13.6%
Frostburg State U (MD)	61.4	57.8	47.4	6.2%	29.5%
Montana State U, Billings	52.1	49.6	45.9	5.0%	13.5%
U of Montana Western	44.6	43.5	39.7	2.5%	12.3%
State U of NY C at Brockport	57.3	54.0	50.6	6.1%	13.2%
Buffalo State C	59.0	56.3	50.0	4.8%	18.0%
State U of NY C at Fredonia	53.0	49.7	45.0	6.6%	17.8%
Northeastern State U (OK)	49.5	49.7	43.4	-0.4%	14.1%
U of Central Oklahoma	58.4	58.3	47.5	0.2%	22.9%
Clarion U of Pennsylvania	63.2	61.5	55.9	2.8%	13.1%
Edinboro U of Pennsylvania	63.3	61.8	55.6	2.4%	13.8%
U of Pittsburgh, Johnstown	50.7	48.5	44.7	4.5%	13.4%
U of Tennessee, Martin	52.9	52.4	45.1	1.0%	17.3%
Glennville State C (WV)	45.9	42.7	40.5	7.5%	13.3%
Marshall U (WV)	48.4	47.9	40.8	1.0%	18.6%
Average	54.2	52.4	46.2	3.3%	17.2%

Private Master’s and Baccalaureate Institutions

As was done with the public institutions, private master’s and baccalaureate institutions have been combined into single tables given the relatively small number of private master’s-level institutions in the region. With the exception of certain outliers, faculty salaries do not differ greatly from baccalaureate- to master’s-level institutions. In many cases there is little that differentiates master’s from baccalaureate institutions other than the provision of graduate education in select programs, usually in fields such as education, nursing, and social work. Significant differences in faculty salaries *can* often be seen when comparing church-related to nonsectarian (independent) colleges. Significant differences may also appear when examining church-related colleges with different denominational and organizational affiliations and when considering institutions’ respective missions, e.g., bible colleges, seminaries, and women’s colleges. Given the variance in the mix of institutional type from state to state, interstate comparisons should be made with these caveats and with caution. The data is more useful for considering salary changes within a given state and within the region over time and then comparing the degree of change to neighboring states and institutions.

For comparison purposes, separate national averages are provided for master’s and baccalaureate institutions and for church-related and independent colleges. Data is also provided for selected institutions in neighboring states. These institutions were selected based on their location, the availability of

longitudinal data, and their diversity of mission and governance. The “sample” is not scientific; caution is therefore advised in noting the differences in averages of Midwestern colleges and of neighboring institutions.

Table 14: Average Salary for Full Professors at Private Master’s and Baccalaureate Institutions In the MHEC Region (in thousands of dollars)²⁴

State	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa (20/18/18)	71.5	69.4	59.6	3.0%	20.0%
Illinois (26/29/33)	76.8	72.6	64.1	5.8%	19.8%
Indiana (22/23/21)	73.4	70.5	63.0	4.1%	16.5%
Kansas (8/8/9)	55.6	53.5	46.2	3.9%	20.3%
Michigan (13/15/14)	73.3	72.8	62.1	0.7%	18.0%
Minnesota (15/16/14)	82.1	77.3	69.2	6.2%	18.6%
Missouri (17/17/15)	66.1	63.2	59.0	4.7%	12.0%
North Dakota (0/1/1) ²⁵		52.4	45.0		
Nebraska (7/7/7)	72.9	69.5	61.2	4.8%	19.1%
Ohio (33/33/31)	75.9	72.9	65.7	4.1%	15.5%
South Dakota (2/2/4)	60.4	59.2	53.0	2.1%	14.0%
Wisconsin (14/15/16)	71.5	67.4	61.1	6.0%	17.0%
Midwestern Average²⁶	73.1	70.0	62.0	4.3%	17.8%
Standard Deviation²⁷	7.5	13.7	7.4		
National Ave., Master’s Independent	99.6	95.2	81.6	4.6%	22.0%
National Ave., Master’s Church Related	88.0	86.2	76.2	2.1%	15.5%
National Ave., Baccalaureate Independent	98.8	94.3	82.3	4.8%	20.0%
National Ave., Baccalaureate Church Related	75.1	72.4	62.6	3.7%	20.0%

Full Professors at Private Institutions. The average salary for full professors at private master’s and baccalaureate institutions in the Midwest was \$73,100 for the 2008-09 academic year. This number is below the national average of each of the four institutional groups. The 1-year increase in Midwestern faculty salaries was higher than the rate of inflation. The 5-year increase also beat the CPI by 0.8%.

²⁴ A number of institutions are outliers given their substantially larger or smaller salaries compared to similar institutions in a given state. Institutions with substantially larger salaries include: Grinnell, Carleton, Macalester, Oberlin, and Wabash Colleges; Drake, Creighton, Denison and Valparaiso Universities; St. Louis College of Pharmacy; University of Dayton; Rose-Hulman Institute of Technology; and Thomas M. Cooley Law School. Institutions with substantially smaller salaries include Antioch University; MacMurray and Missouri Valley Colleges; and Faith Baptist Bible College and Theological Seminary. Outliers were included in calculations of averages.

²⁵ Too few private colleges are located in North Dakota and South Dakota to allow for valid interstate comparisons. The reporting institution for North Dakota is Jamestown College.

²⁶ Averages for all three Midwestern private master’s/baccalaureate tables are weighted to reflect differences in the number of reporting institutions among states.

²⁷ The Midwestern standard deviations are not weighted.

Average salaries ranged from \$55,600 in Kansas to \$76,800 in Illinois and \$82,100 in Minnesota. (North Dakota and South Dakota have too few private colleges to allow for valid comparison.) One-year average increases ranged from 0.7% in Michigan to 6.2% in Minnesota. Five-year increases ranged from 12.0% in Missouri to 20.3% in Kansas. Average salaries for full professors at private colleges in all states in the region exceeded the 1-year inflation rate. Indiana, Missouri, Ohio, and South Dakota failed to maintain pace with the 5-year rate of inflation.

Table 15: Average Salary for Full Professors at Selected Private Master’s and Baccalaureate Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Hendrix C (AR)	79.8	75.7	63.7	5.4%	25.3%
Colorado College	117.1	111.9	90.5	4.6%	29.4%
Centre C (KY)	82.1	80.6	69.9	1.9%	17.5%
Georgetown C (KY)	67.8	67.0	58.0	1.2%	16.9%
Transylvania University (KY)	87.7	84.6	68.3	3.7%	28.4%
Canisius College (NY)	85.4	82.8	73.2	3.1%	16.7%
Hobart/William Smith C's (NY)	104.2	100.1	86.7	4.1%	20.2%
St. Bonaventure U (NY)	71.9	70.4	64.6	2.1%	11.3%
Oral Roberts U (OK)	63.8	60.7	55.7	5.1%	14.5%
U of Tulsa (OK)	104.9	103.7	87.9	1.2%	19.3%
Allegheny C (PA)	87.0	82.6	71.3	5.3%	22.0%
Gannon U (PA)	87.0	82.7	66.3	5.2%	31.2%
Mercyhurst C (PA)	76.2	72.5	63.1	5.1%	20.8%
Wash and Jeff C (PA)	80.7	78.3	70.7	3.1%	14.1%
Belmont University (TN)	84.2	80.3	66.6	4.9%	26.4%
Rhodes C (TN)	91.1	82.1	79.3	11.0%	14.9%
Marymount U (VA)	81.9	79.4	68.7	3.1%	19.2%
Walla Walla U (WA)	44.9	42.2	45.4	6.4%	-1.1%
Wheeling Jesuit U (WV)	65.4	68.7	65.3	-4.8%	0.2%
West Virginia Wesleyan C	56.3	56.6	52.8	-0.5%	6.6%
Average	81.0	78.1	68.4	3.6%	18.4%

Although the institutions in Table 15 do not represent a scientific sample, certain data is noteworthy. The average salaries of these comparison institutions increased at a rate faster than both inflation for the 1-year period (3.6%) and for the 5-year (18.4%) period. Eight of the twenty institutions experienced 5-year salary growth of over 20% while three saw growth of less than 10% (including one college with negative growth). Faculty salaries at Gannon University in Pennsylvania grew by 31.2% between 2003-04 and 2008-09.

Associate Professors at Private Institutions. The average salary of associate professors at private master’s and baccalaureate institutions in the Midwest was \$59,600 for the 2008-09 academic year. Again, this number is below the national averages for each of the four institutional groups shown at the bottom of Table 16. The 1-year increase in Midwestern faculty salaries of 4.2% was above the inflation rate of 0.1% while the 5-year increase of 17.2% beat the cumulative inflation rate of 17.0%.

Table 16: Average Salary for Associate Professors at Private Master’s and Baccalaureate Institutions in the MHEC Region (in thousands of dollars)

State	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa (20/18/18)	57.2	56.1	48.8	1.9%	17.2%
Illinois (26/29/33)	63.0	59.8	53.0	5.4%	18.9%
Indiana (22/23/21)	59.5	57.3	51.1	3.9%	16.4%
Kansas (8/8/9)	46.7	44.5	39.6	4.9%	17.9%
Michigan (13/15/14)	60.7	59.3	50.8	2.3%	19.5%
Minnesota (15/16/14)	65.7	61.7	55.8	6.5%	17.7%
Missouri (17/17/15)	55.7	54.0	50.3	3.2%	10.7%
North Dakota (0/1/1)		47.7	41.4		
Nebraska (7/7/7)	58.2	56.1	49.7	3.8%	17.1%
Ohio (33/33/31)	61.2	58.3	52.5	4.9%	16.6%
South Dakota (2/2/4)	51.7	50.3	44.8	2.9%	15.4%
Wisconsin (14/15/16)	59.5	56.2	50.6	5.9%	17.6%
Midwest Average	59.6	57.2	50.9	4.2%	17.2%
Standard Deviation	5.3	9.1	4.8		
National Ave., Masters Independent	75.0	71.9	62.9	4.4%	19.2%
National Ave., Masters Church Related	69.2	67.3	59.3	2.8%	16.7%
National Ave., Baccalaureate Independent	72.7	69.6	60.2	4.5%	20.8%
National Ave., Baccalaureate Church Related	60.7	58.3	51.0	4.2%	19.0%

The 20 institutions in Table 17 raised associate professor salaries in one year by an average of 3.3% and in five years by 16.7%. One-year salary growth was led by Walla Walla University in Washington at 7.1%. Gannon University in Pennsylvania led institutions in 5-year salary growth at 27.0%. Nine of the twenty institutions experienced 5-year salary growth below the rate of inflation, including a *decrease* in salary at Wheeling Jesuit University in West Virginia.

Table 17: Average Salary for Associate Professors at Selected Private Master’s and Baccalaureate Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Hendrix C (AR)	60.7	60.4	52.3	0.5%	16.1%
Colorado College	80.0	76.5	64.7	4.6%	23.6%
Centre C (KY)	64.5	64.0	57.2	0.8%	12.8%
Georgetown C (KY)	54.8	53.5	45.6	2.4%	20.2%
Transylvania University (KY)	68.7	65.8	56.1	4.4%	22.5%
Canisius College (NY)	73.5	69.3	62.7	6.1%	17.2%
Hobart/William Smith C's (NY)	78.1	76.7	67.0	1.8%	16.6%
St. Bonaventure U (NY)	56.2	55.3	54.2	1.6%	3.7%
Oral Roberts U (OK)	54.1	50.6	46.1	6.9%	17.4%
U of Tulsa (OK)	74.6	72.7	62.3	2.6%	19.7%
Allegheny C (PA)	66.7	64.1	56.2	4.1%	18.7%
Gannon U (PA)	67.3	64.6	53.0	4.2%	27.0%
Mercyhurst C (PA)	58.9	56.3	51.5	4.6%	14.4%
Wash and Jeff C (PA)	62.6	61.3	55.4	2.1%	13.0%
Belmont University (TN)	73.1	69.3	59.7	5.5%	22.4%
Rhodes C (TN)	73.5	71.4	59.8	2.9%	22.9%
Marymount U (VA)	66.5	63.7	52.7	4.4%	26.2%
Walla Walla U (WA)	43.7	40.8	42.8	7.1%	2.1%
Wheeling Jesuit U (WV)	52.5	53.5	52.6	-1.9%	-0.2%
West Virginia Wesleyan C	49.8	48.7	45.0	2.3%	10.7%
Average	64.0	61.9	54.8	3.3%	16.7%

Assistant Professors at Private Institutions. The average salary of assistant professors at private master’s and baccalaureate institutions in the Midwest for the 2008-09 academic year was \$50,800, once again below the national averages for each of the four institutional groups shown at the bottom of Table 18. The 1-year increase in Midwestern faculty salaries of 3.9% was above the rate of inflation while the 5-year increase of 16.8% was below inflation over that period.

Average salaries ranged from \$42,500 in Kansas to \$52,900 in Illinois and \$54,800 in Minnesota. One-year average increases ranged from 1.8% in Michigan to 5.4% in Illinois. (North Dakota and South Dakota have too few private colleges to allow for valid comparison.) Nebraska had the highest 5-year increase with 19.6%. Salary increases for assistant professors in Indiana, Michigan, Missouri, Ohio, and Wisconsin failed to maintain pace with inflation over the 5-year period.

Table 18: Average Salary for Assistant Professors at Private Master’s and Baccalaureate Institutions in the MHEC Region (in thousands of dollars)

State	2008-09	2007-08	2003-04	1-year Change	5-year Change
Iowa (20/18/18)	50.1	48.4	42.3	3.6%	18.4%
Illinois (26/29/33)	52.9	50.2	44.6	5.4%	18.6%
Indiana (22/23/21)	51.0	49.1	44.0	3.8%	15.9%
Kansas (8/8/9)	42.5	40.8	35.9	4.1%	18.4%
Michigan (13/15/14)	50.5	49.6	43.5	1.8%	16.1%
Minnesota (15/16/14)	54.8	52.2	46.2	5.0%	18.6%
Missouri (17/17/15)	48.1	47.1	43.5	2.1%	10.6%
North Dakota (0/1/1)		43.1	39.2		
Nebraska (7/7/7)	50.7	48.1	42.4	5.3%	19.6%
Ohio (33/33/31)	51.7	49.7	44.6	4.1%	15.9%
South Dakota (2/2/4)	47.2	47.4	39.5	-0.4%	19.5%
Wisconsin (14/15/16)	49.8	47.8	43.1	4.2%	15.5%
Midwest Average	50.8	48.9	43.5	3.9%	16.8%
Standard Deviation	3.2	6.7	2.9		
National Ave., Masters Independent	62.0	58.9	51.9	5.2%	19.4%
National Ave., Masters Church Related	57.6	55.8	48.4	3.3%	18.9%
National Ave., Baccalaureate Independent	58.9	56.6	49.4	4.0%	19.1%
National Ave., Baccalaureate Church Related	51.1	49.2	43.2	3.8%	18.2%

The 20 institutions in Table 19 raised assistant professor salaries in one year by an average of 4.4% and in five years by 17.7%. One-year salary growth was led by the West Virginia Wesleyan College at 8.1%. Belmont University in Tennessee led institutions in 5-year salary growth at 27.9%. Ten of the twenty institutions experienced 5-year salary growth below the rate of inflation.

Table 19: Average Salary for Assistant Professors at Selected Private Master’s and Baccalaureate Institutions Outside of the MHEC Region (in thousands of dollars)

Institution	2008-09	2007-08	2003-04	1-year Change	5-year Change
Hendrix C (AR)	52.6	51.7	45.9	1.7%	14.6%
Colorado College	64.5	62.2	51.4	3.7%	25.5%
Centre C (KY)	54.1	52.2	46.5	3.6%	16.3%
Georgetown C (KY)	45.8	45.0	40.1	1.8%	14.2%
Transylvania University (KY)	53.6	50.7	42.9	5.7%	24.9%
Canisius College (NY)	53.3	52.5	48.2	1.5%	10.6%
Hobart/William Smith C's (NY)	60.8	58.6	49.6	3.8%	22.6%
St. Bonaventure U (NY)	47.4	46.0	44.5	3.0%	6.5%
Oral Roberts U (OK)	46.3	43.3	39.9	6.9%	16.0%
U of Tulsa (OK)	61.1	59.4	53.5	2.9%	14.2%
Allegheny C (PA)	55.9	52.5	44.9	6.5%	24.5%
Gannon U (PA)	58.1	54.9	43.7	5.8%	33.0%
Mercyhurst C (PA)	50.9	48.9	42.3	4.1%	20.3%
Wash and Jeff C (PA)	52.2	50.7	42.6	3.0%	22.5%
Belmont University (TN)	61.0	57.1	47.7	6.8%	27.9%
Rhodes C (TN)	54.9	51.8	48.3	6.0%	13.7%
Marymount U (VA)	55.9	52.4	46.1	6.7%	21.3%
Walla Walla U (WA)	41.6	40.3	41.6	3.2%	0.0%
Wheeling Jesuit U (WV)	47.5	45.5	44.9	4.4%	5.8%
West Virginia Wesleyan C	43.9	40.6	37.1	8.1%	18.3%
Average	53.1	50.8	45.1	4.4%	17.7%

Summary

Compensation of academic staff is highly complex. Institutional leaders strive to provide for the faculty’s personal and professional needs while respecting the college or university’s mission, goals, and available resources. Faculty salaries have evolved over the years in piecemeal fashion in response to institutional circumstances, market factors, and the expectations and behaviors of individual members of the academic staff. While faculty salaries and benefits are costly to institutions, increased turnover of faculty can also be expensive, given the costs of conducting searches and hiring temporary replacements.²⁸ The University of Wisconsin at Madison estimates that it costs an average of \$1.2 million to support a new tenure-track professor. The investment typically does not pay off unless the professor stays at the university at least eight years, the point at which faculty, on average, have generated an equivalent amount of research funds.²⁹

A variety of intrinsic and extrinsic factors motivate college and university faculty and are often associated with job satisfaction. It is commonly understood that salary decreases in importance when a job lacks

²⁸ See Harrigan, M. (1997). *An analysis of faculty turnover at UW-Madison*. Accessed online at <http://apa.wisc.edu/FacultyTurnover/1997facultyturnover%20paper/FacultyTurnover1.htm>.

²⁹ Wilson, R. (2008, April 18). “Wisconsin’s flagship is raided for scholars: Public institutions can’t match job offers from private universities.” *Chronicle of Higher Education*, 54 (32). Accessed online at <http://chronicle.com/weekly/v54/i32/32a00103.htm>.

challenge or advancement opportunities, requires interaction with difficult people, or must be performed in an unpleasant work environment. Positions within academe are no different. Studies have shown that autonomy, independence, and academic freedom are great sources of satisfaction for faculty, particularly at research institutions. Recognition of achievement and contribution, sufficient time for course development and preparation, and opportunities for promotion (within academic or administrative ranks) are all sources of faculty satisfaction identified by researchers.³⁰

The AAUP data from 2008-09 reflect an increase in faculty salaries that exceeded the inflation rate for the first time since 2003-04. However, studies of faculty departure have found that quality of life issues are often as salient if not more powerful than monetary factors in the decision whether to leave an institution. Attractive private sector opportunities, changes in personal and family circumstances, and the fulfillment of related or alternative career aspirations can also motivate faculty departure, as can negative forces such as the lack of support for new programs and innovation, difficult interpersonal relations or departmental dynamics, and disenchantment with institutional policies. In sum, salary alone does not act as a long-term motivator of faculty. However, salaries that are perceived as unfair, non-competitive, or reflective of misplaced priorities within an institution can lead to long-term dissatisfaction and greatly affect both faculty morale and productivity.

This fact has particular relevance in the current economic climate as states, seeking to eliminate budget deficits, significantly cut appropriations to higher education. How and where these cuts are made at the institutional level can send a powerful message regarding the relative value of the faculty compared to other parts of the university budget. Cuts made across the board in a demonstration of “shared sacrifice” can have a more negative long-term impact than selective culling of departments, programs, and personnel, which can be more painful in the short-term. Likewise, across the board restoration of budgets to pre-recession levels when finances allow is usually not a strategic move in re-orienting the institution toward its core purpose and mission. In all cases higher education leaders are wise to involve the faculty, as the heart and soul of the academy, in planning and decision making for the short- and long-term future of the higher education enterprise.

³⁰ For example, see Blackburn, R.T. and J.H. Lawrence (1995). *Faculty at work: Motivation, expectation, satisfaction*. Baltimore, MD: The Johns Hopkins University Press.



Appendix

The following master's and baccalaureate colleges and universities in the Midwest provided faculty salary data to the AAUP for one or more of the academic years included in this report: 2003-04, 2007-08, and 2008-09.

Illinois – Public Institutions

Chicago State U
Eastern Illinois U
Governors State U
Northeastern Illinois U
Southern Illinois U, Edwardsville
U of Illinois, Springfield
Western Illinois U

Illinois – Private Institutions

Aurora U
Benedictine U
Bradley U
Chicago School of Professional
Psychology
Chicago Theological Seminary
Dominican U
Lewis U
National-Louis U
North Central C
North Park U
Olivet Nazarene U
Roosevelt U
Saint Francis Medical Center College of
Nursing
Saint Xavier U
School of the Art Institute of Chicago
Trinity International U
Trinity International U Evangelical
Divinity Sch
U of St Francis
Augustana C
Columbia C Chicago
Concordia U
DeVry U
Elmhurst C
Eureka C
Greenville C
Illinois C
Illinois Wesleyan U
Judson C
Knox C
Lake Forest C
MacMurray C
McKendree C
Millikin U
Monmouth C
Principia C
Quincy U
Rockford C
Trinity Christian C
Wheaton C

Indiana – Public Institutions

Indiana U, South Bend
Indiana U-Northwest
Indiana U-Purdue U, Fort Wayne

Indiana U-Purdue U, Indianapolis
Indiana U-Southeast
Purdue U, Calumet
U of Southern Indiana
Indiana U, Kokomo
Indiana U-East
Purdue U North Central

Indiana – Private Institutions

Butler U
Grace C and Seminary
U of Evansville
U of Indianapolis
Valparaiso U
Anderson U
Bethel C
Calumet C of Saint Joseph
DePauw U
Earlham C and Earlham Sch of
Religion
Franklin C of Indiana
Goshen C
Hanover C
Huntington U
Indiana Wesleyan U
Manchester C
Rose-Hulman Inst of Technology
Saint Joseph's C
Saint Mary's C
Saint Mary-of-the-Woods C
Taylor U at Fort Wayne
Taylor U
Tri-State U
Wabash C

Iowa – Public Institutions

U of Northern Iowa

Iowa – Private Institutions

Allen C
Drake U
Palmer College of Chiropractic
Briar Cliff U
Buena Vista U
Central C
Clark C
Coe C
Cornell C
Dordt C
Faith Baptist Bible C and Theological
Seminary
Graceland U
Grinnell C
Loras C
Luther C
Morningside C
Mount Mercy C

Northwestern C
Simpson C
St Ambrose U
Upper Iowa U
Waldorf C
Wartburg C
Wartburg Theological Seminary

Kansas – Public Institutions

Emporia State U
Fort Hays State U
Pittsburg State U
Washburn U

Kansas – Private Institutions

Friends U
Baker U
Bethany C
Bethel C
Kansas Wesleyan U
McPherson C
Ottawa U
Southwestern U
Sterling C
Tabor C

Michigan – Public Institutions

Central Michigan U
Eastern Michigan U
Ferris State U
Grand Valley State U
Kendall College of Art and Design
Northern Michigan U
Oakland U
U of Michigan, Dearborn
U of Michigan, Flint

Michigan – Private Institutions

Marygrove C
Siena Heights U
Spring Arbor U
Thomas M Cooley Law Sch
U of Detroit Mercy
Adrian C
Albion C
Alma C
Aquinas C
Baker C of Flint
Baker C of Owosso
Calvin C
Cornerstone U
Davenport U
Hope C
Kalamazoo C
Kettering U
Madonna U
Olivet C

**Minnesota – Public Institutions**

Metropolitan State U
Minnesota State U, Mankato
Minnesota State U, Moorhead
St Cloud State U
U of Minnesota, Duluth
Winona State U
Bemidji State U
Southwest Minnesota State U
U of Minnesota, Crookston
U of Minnesota, Morris

Minnesota – Private Institutions

Bethel U
C of Saint Catherine
Hamline U
Saint Mary's U of Minnesota
United Theological Seminary of the
Twin Cities
Augsburg C
C of Saint Benedict
C of Saint Scholastica
Carleton C
Concordia C, Moorhead
Crown C
Gustavus Adolphus C
Macalester C
Minneapolis C of Art and Design
Northwestern C
Saint John's U
St Olaf C

Missouri – Public Institutions

Lincoln U
Missouri State U
Northwest Missouri State U
Southeast Missouri State U
Truman State U
U of Central Missouri
Missouri Southern State U
Missouri Western State U

Missouri – Private Institutions

Concordia Seminary
Covenant Theological Seminary
Fontbonne U
Maryville U of Saint Louis
Rockhurst U
Webster U
Avila U
C of the Ozarks
Central Methodist U
Columbia C
Cox C of Nursing and Health Sciences
Culver-Stockton C
Drury U
Kansas City Art Inst
Missouri Baptist U
Missouri Valley C
St Louis C of Pharmacy
Westminster C
William Jewell C
William Woods U

Nebraska – Public Institutions

Chadron State C
U of Nebraska, Kearney
U of Nebraska, Omaha
Wayne State C
Peru State C

Nebraska – Private Institutions

Bellevue U
Creighton U
BryanLGH C of Health Sciences
C of Saint Mary
Concordia U
Doane C
Hastings C
Nebraska Wesleyan U

North Dakota – Public Institutions

Minot State U
Dickinson State
Mayville State U
Valley City State U

North Dakota – Private Institutions

Jamestown C

Ohio – Public Institutions

Youngstown State U
Central State U
Ohio State U Agricultural Tech Inst
Ohio State U, Lima
Ohio State U, Mansfield
Ohio State U, Marion
Ohio State U, Newark
Shawnee State U

Ohio – Private Institutions

Ashland U
C of Mount Saint Joseph
Capital U
Franciscan U of Steubenville
John Carroll U
Malone C
Methodist Theological School in Ohio
Mount Vernon Nazarene U
U of Dayton
U of Findlay
Xavier U
Antioch C
Baldwin-Wallace C
Bluffton U
C of Wooster
Cedarville U
Defiance C
Denison U
Heidelberg C
Hiram C
Kenyon C
Lake Erie C
Lourdes C
Marietta C
Mount Union C
Muskingum C
Notre Dame C
Oberlin C
Ohio Dominican U
Ohio Northern U
Ohio Wesleyan U

Otterbein C
Tiffin U
U of Rio Grande
Ursuline C
Walsh U
Wilmington C
Wittenberg U

South Dakota – Public Institutions

Northern State U
South Dakota Sch of Mines and
Technology
South Dakota State U
Black Hills State U
Dakota State U

South Dakota – Private Institutions

Augustana C
Dakota Wesleyan U
Mount Marty C
Presentation C
U of Sioux Falls

Wisconsin – Public Institutions

U of Wisconsin, Eau Claire
U of Wisconsin, Green Bay
U of Wisconsin, La Crosse
U of Wisconsin, Oshkosh
U of Wisconsin, Platteville
U of Wisconsin, River Falls
U of Wisconsin, Stevens Point
U of Wisconsin, Superior
U of Wisconsin, Whitewater
U of Wisconsin-Parkside
U of Wisconsin-Stout

Wisconsin – Private Institutions

Cardinal Stritch U
Edgewood C
Marian U
Viterbo U
Alverno C
Beloit C
Carroll U
Carthage C
Concordia U Wisconsin
Lakeland C
Lawrence U
Milwaukee Sch of Engineering
Mount Mary C
Northland C
Ripon C
Saint Norbert C
Silver Lake C