

Does TCU Offer Compensation that is Too Rich?: Analysis Across Nationally-Ranked Private Universities
October 1, 2019

(updated November 13, 2019 to indicated Senate endorsement of the report)

Executive Summary and Overview of Findings:

- This document uses data from the IRS, from AAUP, and from U.S. News & World Report (USNWR) to examine TCU's financial situation, compensation packages, and perceived academic quality as compared to other nationally-ranked private universities.
- It has been prepared in response to the Chancellor's charge to UCAC to find ways to reduce benefits for future TCU employees.
- Compared to our self-defined peer and aspirant institutions, TCU's financial position appears strong.
 - We have low expenses relative to revenue and strong assets in the endowment.
 - We spend less of our revenue in compensation than do our peers and aspirants, and likewise spend less on compensation as a percentage of our assets (chiefly, the endowment).
- When comparing AAUP salary data to other universities that field Division I football teams, TCU's total compensation packages are not competitive.
- When comparing AAUP salary data across nationally-ranked private universities, TCU's total compensation typically appears at the median at best, and often below the median.
 - Associate professors fare somewhat better than the other ranks.
 - TCU's benefits are somewhat better, but salaries are somewhat worse, resulting in total compensation packages that are not competitive.
 - This is particularly the case for assistant professors, who would be the future recipients of the proposed benefits reduction.
- When comparing USNWR faculty compensation rankings, which adjust for regional cost of living, TCU fares worse than our peer and aspirant institutions.
- Faculty compensation (both salary and benefits) serve as 7% of the calculation of USNWR rankings, and so increasing faculty compensation is one mechanism for accomplishing Vision in Action goal #1 (to strengthen TCU's academic profile and reputation).
- Faculty compensation exhibits strong correlations with USNWR rank and with the academic quality ratings offered by university administrators around the nation (which serve as 20% of the USNWR ranking).
- The Faculty Relations Committee of the TCU Faculty Senate has endorsed this report.

Among the chief conclusions:

 - These data suggest TCU's total compensation packages are not too rich.
 - We have strong concerns that reductions to the total compensation packages for new employees, whether in the area of benefits or salaries, would harm TCU's ability to recruit and retain high-quality faculty members.
 - The charge to reduce benefits to new employees seems in direct opposition to VIA goal #1 (to strengthen TCU's academic profile and reputation) and VIA goal #4 (to strengthen the TCU workforce).

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Section 1: Background and Context

Authorship

This report was primarily written by Andrew Ledbetter, Professor, Department of Communication Studies in the Bob Schieffer College of Communication at Texas Christian University, in his capacity as the chair of the Faculty Relations Committee in the TCU Faculty Senate. He also currently serves as a member of UCAC and part of the working group assigned the task of developing a recommendation regarding reduction of benefits for future employees. The sources for the primary data used in this report are listed below or via in-text citations.

On November 7, 2019, the TCU Faculty Senate endorsed this report by vote with the following statement: **“The TCU Faculty Senate endorses the Faculty Relations Committee's Compensation Analysis Report as evidence that (a) TCU's benefits are not too rich and that (b) to be competitive, compensation levels should not be reduced for current or future faculty.”**

The “we” in this report refers to the 2019 Faculty Relations Committee of the TCU Faculty Senate. Please send any comments, suggestions, or errors to the primary author (a.ledbetter@tcu.edu).

Background

During the 2012-2013 academic year, TCU significantly changed health care benefits for TCU retirees. Prior to this, TCU retirees participated in the same health insurance plan as TCU employees; afterward and now, TCU provides funds for enrollment in individual plans through a third-party provider. This change occurred without prior consultation with faculty, staff, or retirees, and provoked a sense of frustration and betrayal from some in the TCU family. Concomitant with this change, TCU’s administration indicated that the benefits available to current faculty were “too rich” and asked for recommendations regarding how to reduce benefits, including sending a survey to faculty to rank order which benefits they most and least preferred.

In response to these events, on May 2, 2013 the TCU Faculty Senate passed a “Resolution on TCU Employee Benefits,” which resolved:

Therefore, be it resolved, that the TCU Faculty Senate recommends that employee compensation, including benefits, either be maintained at current levels, or increased when appropriate;

Be it also resolved, that reductions to employee compensation, including benefits, should only be considered in the event of a severe budget crisis that clearly threatens TCU’s institutional health and well-being; that, if such financial exigency occurs, employee compensation should only be considered for reduction as part of a larger campus-wide effort to reduce costs; and that, if such budget cutbacks become necessary, all employees be grandfathered in at their current levels;

Finally, be it further resolved, that any reductions to faculty compensation, including benefits, be discussed in the Faculty Senate before any steps toward implementation are taken; that, as a means of declaring its position, the Faculty Senate take a formal vote on such reductions; and that designated representatives of the TCU Faculty Senate take part in Cabinet-level budget discussions when changes in employee compensation are discussed.

The TCU Faculty Senate reaffirmed this resolution in November 2018, also adding a call for greater opportunities for shared governance regarding benefits. The text of both resolutions is available on the TCU Faculty Senate website and included in the appendix. It is worth emphasizing that the TCU administration has not responded to the 2013 resolution's call to include TCU Faculty Senate representatives in Cabinet-level budget discussions regarding employee compensation, nor to the 2018 resolution's call for specific procedures to implement a greater level of shared governance regarding benefits.

In addition to these resolutions, on June 17, 2014 the TCU Faculty Senate established a "Task Force on the TCU Promise: Sustaining our Commitments to Current, Former and Future TCU Faculty and Staff." This Task Force investigated the status of TCU benefits, with particular attention to the administrative claim that TCU's benefits are "too rich," which the Task Force interpreted to mean that "TCU offered a better benefits packages than that offered by peer institutions and, therefore, better than necessary in a competitive labor market" (*Task Force on the TCU Promise*, p. 14). The Task Force devoted particular attention to the set of 17 private universities that field Division I football programs, with data chiefly drawn from the American Association of University Professor's (AAUP's) report of faculty compensation during the 2013-2014 academic year. The full report provides a rich set of data, and concludes (p. 18):

The Task Force finds the evidence presented here inconsistent with the notion that TCU's total compensation packages for faculty are too rich. Data on staff compensation levels are not as readily available, but we believe a similar conclusion would apply there as well. Furthermore, and perhaps more troubling, this comparison has led the Task Force to question whether the University is spending its resources in a manner that is consistent with its mission statement.

What has changed at TCU since 2013-14?

We note several changes in TCU and its environment since the TCU Promise Task Force analyzed data on the 2013-14 academic year. The following is a representative rather than exhaustive list.

- The Board of Trustees charged TCU with four goals in the *Vision in Action (VIA)* strategic plan: **(1) strengthen academic profile and reputation, (2) strengthen the endowment, (3) strengthen the TCU experience and campus culture, and (4) strengthen the TCU workforce.**
- TCU's endowment has increased from \$1.256 billion to \$1.7 billion, an increase of 35.3%.

- TCU’s tuition has increased from \$36,500 to \$49,160, an increase of 34.7%.
- TCU’s student body has grown from 8,640 undergraduate students in Fall 2013 to 9,445 in Fall 2018, an increase of 9.3%.
- In partnership with the University of North Texas, TCU has launched a medical school.
- Both the state of Texas and the United States have experienced widespread economic growth and prosperity. On September 30, 2013, the Dow Jones Industrial Average closed at 15129.67; six years later, on September 30, 2019, it closed at 26916.83, an increase of 77.9%. In August 2013, the unemployment rate was 7.3%; in August 2019, it was 3.7%.
- In Fort Worth, this economic growth has led to a higher cost of living, with one study finding that Fort Worth experienced the sixth highest rate of increase in cost of living across U.S. cities, with a 29.44% increase in income needed to keep pace from 2017 to 2018 (*Forbes*, <https://www.forbes.com/sites/andrewdepietro/2018/10/12/2018-cities-cost-of-living-rising-fastest/>). This study relied on “the change in non-housing living costs in the last year; the change in the consumer price index over the last year and the average year-over-year change for the last three years; and forecasted changes in rent and home values for the coming year,” all factors that influence the economic status of TCU employees (<https://www.forbes.com/sites/andrewdepietro/2017/12/28/cost-of-living-is-surg-ing-in-these-major-cities-and-what-it-could-mean-for-2018/>).
- TCU has invested heavily in its physical infrastructure, including new dorms, new Greek life facilities, renovation of Schollmaier Arena, expansion of the football stadium, a new administration building, a new parking garage, renovation of the Burnett Library, renovation and addition to the Kelly Center, a new fine arts building, a new music performance hall, a campus hotel, and a new building for the business school.
- TCU’s academic ranking has fallen from #76 on the *U.S. News & World Report* rankings to #97.

The current charge to UCAC and the purpose of this report

In the fall 2019 semester, Chancellor Boschini charged the University Compensation Advisory Committee (UCAC) with finding ways to reduce the cost of benefits at TCU. Echoing claims from the 2012-2014 discussions, he and the Board of Trustees believe that TCU’s current set of benefits are “too rich to be sustainable.” In some sense, then, we find history repeating itself, but with the important difference that the Chancellor has charged UCAC with identifying changes for the benefits of *future* employees. In other words, current employees would be ‘grandfathered’ in at current benefits levels, at least initially.

The 2013 TCU Faculty Senate resolution “recognizes the need of the Board of Trustees and senior administrators to practice fiscal responsibility, and that prudent oversight of such responsibility ensures the longevity, competitiveness, and well-being of the institution.” Regular evaluation of benefit levels is a necessary part of such responsibility and oversight. Such

decisions should be driven by available data, and such data can reveal answers to questions at hand: **Are TCU's benefits too rich? Are they sustainable? If they are not, then how should TCU change them to best accomplish the goals of the Vision in Action strategic plan?**

This report aims to provide data that might inform deliberations regarding benefits. The Task Force on the TCU Promise relied primarily on data from the AAUP annual survey of faculty compensation and benefits. The AAUP conducts this survey by contacting universities and asking for a self-report of these data. Most institutions that are relevant for comparison participate in this survey, although a few do not. Information is also available through examination of IRS Form 990, which all nonprofit organizations must complete. These are publicly available through the IRS website, with the most recent returns addressing the 2016 or 2017 tax year, depending on the institution. Also, in determining its rankings, *U.S. News and World Report* gathers extensive information about universities. We paid for access to detailed information and report some of that data here.

In comparative studies of this kind, questions often arise regarding what institutions are comparable to TCU. The Task Force on the TCU Promise focused primarily on the set of 17 private schools that field Division I football programs. It chose these schools because it argued that TCU is distinctive because (a) it is private and (b) because it competes in football at the highest collegiate level. At the September meeting of UCAC, Chancellor Boschini indicated that he believes 4 institutions are especially relevant as benchmarks for comparison (Baylor, SMU, Tulane, and Vanderbilt). All four of these universities are included in the group of 17, which further justifies examining this set of 17 schools.

The 2014 Task Force also examined schools in the Big XII athletic conference, although it did so reluctantly, as it noted that these schools (with the exception of Baylor) are quite different from TCU as state-supported universities with a much larger student population. We concur, and thus will not compare TCU to these schools in this report, although it would be easy to include them in future analyses if desired.

Instead, we have expanded the field of comparison to include a set of schools derived from TCU's VIA goal #1, to strengthen the academic profile and reputation. Although the *U.S. News & World Report* (USNWR) benchmarks are not perfect, they serve as one highly visible and frequently cited index of perceived scholarly reputation. Of USNWR's top 150 nationally-ranked universities, 81 are private universities, and 70 of these have usable data from the 2018 AAUP survey. We gathered data on these 70 schools. (Note that all of the 17 schools that participate in Division I football are a subset of this group, with the exception of Brigham Young University, which did not report 2018 AAUP survey data).

We also focus some of our analyses on another subset of these schools, and those are our self-defined peer and aspirant institutions. It is worth noting that what constitutes our list of peer institutions seems to change on a regular basis at TCU. For example, one 2006 report from the Provost's Office identifies Tufts, Marquette, University of Dayton, and Fordham among our peers; in 2009, Institutional Research listed Lehigh, Drake, and Creighton. None of these schools appears on the most recent list of peers and aspirants, passed by the Cabinet on August 27, 2019.

We therefore would expect that the list of peers and aspirants may change in the future, but for now, the Cabinet’s self-defined list of peer and aspirant institutions are:

Peer Institutions	Aspirant Institutions
American	Duke
Baylor	Emory
George Washington	Georgetown
Pepperdine	Northwestern
Santa Clara	Notre Dame
Southern Methodist	Rice
Syracuse	Stanford
Tulane	USC
Villanova	Vanderbilt
Wake Forest	Washington in St. Louis

One objection is that the set of nationally-ranked private schools contains some of the biggest names in worldwide academia—Harvard, Yale, Princeton, and so forth—and these are certainly not peer nor realistic aspirant institutions. Given this concern, we have calculated group statistics both for the entire set of schools, and group statistics excluding schools that rank above 15 in the USNWR list. We chose 15 as the cutoff because Vanderbilt ranks at 15, and Chancellor Boschini indicated in the September UCAC meeting that he considers Vanderbilt a key benchmark for comparison (and Vanderbilt has been identified as one of TCU’s self-defined aspirant institutions). In some cases we compute statistics across the peer and/or aspirant list as well.

We begin by looking at IRS Form 990 data regarding TCU’s overall financial picture as compared to our peer and aspirant institutions.

Sources and methodology

- Data on institutional finances were drawn from IRS Form 990, available at <https://www.irs.gov/charities-non-profits/tax-exempt-organization-search>.
- Data on faculty compensation were drawn from the appendices of the 2018-2019 (<https://www.aaup.org/2018-19-faculty-compensation-survey-results>) and 2013-14 (<https://www.aaup.org/reports-publications/2013-14salarysurvey>) AAUP surveys.
 - For salary information, if a cell is blank for a given year, that institution did not report usable data for that year.
- The 2020 university rankings of the *U.S. News & World Report* are available on their website (<https://www.usnews.com/best-colleges/rankings/national-universities>). We also paid for access to more detailed information about university rankings.
- On some tables, we report compensation figures in terms of thousands of dollars (e.g., \$10.0 = 10,000).

Section 2: TCU's Financial Picture Compared to Peers and Aspirants

Table 1a
Comparing Compensation Expenses to Total Expenses Across Peer and Aspirant Institutions

School	Total Expenses	Total Compensation	Compensation as % of Expenses
Stanford	\$5,797,391,199	\$3,300,121,531	56.92%
USC	\$4,677,230,646	\$2,562,722,181	54.79%
Duke	\$3,015,264,354	\$1,594,655,005	52.89%
Washington in STL	\$3,190,155,427	\$1,670,461,880	52.36%
Rice	\$815,227,423	\$406,482,788	49.86%
Georgetown	\$1,411,380,670	\$702,374,105	49.77%
Emory	\$3,727,478,625	\$1,851,159,164	49.66%
Wake Forest	\$514,451,794	\$250,705,705	48.73%
Villanova	\$557,079,192	\$271,238,941	48.69%
Northwestern	\$2,766,659,907	\$1,344,111,489	48.58%
Tulane	\$1,086,274,000	\$527,647,000	48.57%
Notre Dame	\$1,511,996,320	\$710,953,951	47.02%
Santa Clara	\$461,127,848	\$215,796,915	46.80%
Syracuse	\$1,259,953,506	\$567,430,840	45.04%
American	\$733,930,689	\$323,994,452	44.15%
George Washington	\$1,623,057,969	\$701,773,521	43.24%
Vanderbilt	\$1,492,375,761	\$641,942,595	43.01%
Pepperdine	\$445,258,356	\$189,311,417	42.52%
SMU	\$744,735,215	\$316,484,369	42.50%
TCU	\$703,798,486	\$282,947,568	40.20%
Baylor	\$986,058,417	\$384,101,332	38.95%

Note. Green = aspirant; yellow = peer.

With the exception of Baylor, all of our peer and aspirant schools devoted a greater percentage of their expenses to compensation (during the most recently available year with IRS Form 990 data) than did TCU.

Table 1b
Comparing Compensation Expenses to Total Assets Across Peer and Aspirant Institutions

School	Total Assets	Total Compensation	Compensation as % of Assets
Georgetown	\$1,670,674,861	\$702,374,105	42.04%
Tulane	\$1,582,680,000	\$527,647,000	33.34%
USC	\$8,424,397,670	\$2,562,722,181	30.42%
George Washington	\$2,395,187,454	\$701,773,521	29.30%
Syracuse	\$2,020,957,202	\$567,430,840	28.08%
American	\$1,284,902,002	\$323,994,452	25.22%
Villanova	\$1,304,271,272	\$271,238,941	20.80%
Emory	\$9,031,729,355	\$1,851,159,164	20.50%
Baylor	\$1,944,447,179	\$384,101,332	19.75%
Wake Forest	\$1,362,334,420	\$250,705,705	18.40%
Washington in STL	\$9,482,179,000	\$1,670,461,880	17.62%
Duke	\$10,493,123,360	\$1,594,655,005	15.20%
SMU	\$2,127,106,244	\$316,484,369	14.88%
Pepperdine	\$1,297,465,276	\$189,311,417	14.59%
Santa Clara	\$1,531,022,171	\$215,796,915	14.09%
TCU	\$2,377,737,294	\$282,947,568	11.90%
Northwestern	\$11,680,968,023	\$1,344,111,489	11.51%
Vanderbilt	\$5,767,167,206	\$641,942,595	11.13%
Stanford	\$34,691,219,440	\$3,300,121,531	9.51%
Notre Dame	\$11,825,411,410	\$710,953,951	6.01%
Rice	\$7,122,309,204	\$406,482,788	5.71%

Note. Green = aspirant; yellow = peer.

For these universities, their total assets mostly reflect their endowment. Relative to the size of its assets, TCU spends a smaller proportion on compensation than any of our peers. The only aspirant institutions with a smaller percentage have assets much larger than TCU.

Table 1c
Comparing Total Expenditures to Total Revenue Across Peer and Aspirant Institutions

School	Total Revenue	Total Expenses	Expenses as % of Revenue
George Washington	\$1,620,270,222	\$1,623,057,969	100.17%
Baylor	\$1,017,828,223	\$986,058,417	96.88%
Tulane	\$1,129,338,000	\$1,086,274,000	96.19%
Duke	\$3,150,208,331	\$3,015,264,354	95.72%
Washington in STL	\$3,346,518,954	\$3,190,155,427	95.33%
Northwestern	\$2,955,151,358	\$2,766,659,907	93.62%
Syracuse	\$1,357,874,902	\$1,259,953,506	92.79%
Vanderbilt	\$1,621,675,923	\$1,492,375,761	92.03%
Emory	\$4,065,819,568	\$3,727,478,625	91.68%
USC	\$5,128,409,256	\$4,677,230,646	91.20%
Georgetown	\$1,557,710,671	\$1,411,380,670	90.61%
American	\$815,033,830	\$733,930,689	90.05%
Pepperdine	\$500,820,310	\$445,258,356	88.91%
Wake Forest	\$583,361,532	\$514,451,794	88.19%
Santa Clara	\$524,303,613	\$461,127,848	87.95%
SMU	\$850,560,318	\$744,735,215	87.56%
Villanova	\$668,932,400	\$557,079,192	83.28%
TCU	\$848,836,716	\$703,798,486	82.91%
Rice	\$1,004,368,830	\$815,227,423	81.17%
Stanford	\$7,341,722,254	\$5,797,391,199	78.97%
Notre Dame	\$2,076,264,785	\$1,511,996,320	72.82%

Note. Green = aspirant; yellow = peer.

We are fortunate at TCU to have revenue that meaningfully exceeds our expenses. For the tax year in question, none of our peers and few of our aspirants had such a low percentage of their expenses relative to revenue.

Table 1d
Comparing TCU's Revenue, Expenses, and Assets from 2008 to 2017

Tax Year	Total Revenue	Total Expenses	Expenses as % of Revenue	Total Assets
2008	\$263,624,274	\$349,073,303	132.41%	\$1,208,676,533
2009	\$391,422,448	\$379,196,071	96.88%	\$1,299,694,594
2010	\$546,635,840	\$400,934,197	73.35%	\$1,559,498,981
2011	\$441,642,790	\$445,774,825	100.94%	\$1,469,357,917
2012	\$549,758,910	\$452,917,777	82.38%	\$1,739,810,910
2013	\$637,593,857	\$483,096,425	75.77%	\$1,961,389,493
2014	\$701,404,157	\$549,516,191	78.35%	\$2,103,306,151
2015	\$674,005,201	\$606,826,937	90.03%	\$2,068,744,870
2016	\$780,120,449	\$656,052,002	84.10%	\$2,192,237,002
2017	\$848,836,716	\$703,798,486	82.91%	\$2,377,737,294

This table indicates that 2017 wasn't a lone prosperous year. Since the Great Recession, TCU has experienced (a) revenue that exceeds expenses and (b) growth in total assets.

Section 3: Examination of AAUP Faculty Salary Survey Data

Each year, the AAUP collects self-reported data from universities about the average compensation paid to their faculty. These data examine faculty at the assistant, associate, and full professor ranks. The AAUP instructs schools to omit medical school faculty from these numbers. Some schools do not respond to the AAUP survey.

Following the approach of the 2014 TCU Promise report, we will first look at salaries among the 17 private schools that field Division 1 football teams (except BYU, which does not respond to the AAUP survey). Then, we will broaden the comparison to all USNWR private universities with national rankings above 150. In each part, we will first look at salaries across ranks, then benefits across ranks, and finally total compensation across ranks.

Table 2a
Comparison of Full Professor Salaries at Private Universities with D1 Football

	School	2013 Salary	2018 Salary	Change	% Change
1	Stanford	\$215.2	\$256.1	\$40.9	19.0%
3	Northwestern	\$182.0	\$215.2	\$33.2	18.2%
2	Duke	\$186.4	\$214.2	\$27.8	14.9%
6	Vanderbilt	\$174.8	\$205.9	\$31.1	17.8%
5	Rice	\$171.5	\$196.6	\$25.1	14.6%
7	Boston College	\$168.4	\$188.5	\$20.1	11.9%
8	Notre Dame		\$185.7		
4	USC	\$164.6	\$185.4	\$20.8	12.6%
9	SMU	\$146.0	\$170.9	\$24.9	17.1%
10	Miami	\$151.1	\$166.6	\$15.5	10.3%
13	Tulane	\$147.1	\$156.0	\$8.9	6.1%
12	Wake Forest	\$140.3	\$152.0	\$11.7	8.3%
11	TCU	\$127.4	\$148.2	\$20.8	16.3%
14	Baylor	\$120.7	\$141.3	\$20.6	17.1%
15	Syracuse		\$133.4		
16	Tulsa	\$111.6	\$121.6	\$10.0	9.0%
	Median	\$157.9	\$178.2	\$20.8	14.8%
	TCU minus median	-\$30.5	-\$30.0	\$0.0	1.6%
	Without Stanford, Duke, and Northwestern:				
	Median	\$147.1	\$166.6	\$20.6	12.6%
	TCU minus median	-\$19.7	-\$18.4	\$0.2	3.7%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Table 2b
Comparison of Associate Professor Salaries at Private Universities with D1 Football

	School	2013 Salary	2018 Salary	Change	% Change
1	Stanford	\$140.2	\$163.6	\$23.4	16.7%
2	Duke	\$120.8	\$141.4	\$20.6	17.1%
3	Northwestern	\$115.1	\$138.4	\$23.3	20.2%
4	Notre Dame		\$124.4		
5	Rice	\$106.4	\$122.6	\$16.2	15.2%
6	Vanderbilt	\$107.5	\$120.9	\$13.4	12.5%
7	Boston College	\$105.9	\$120.0	\$14.1	13.3%
8	USC	\$110.0	\$117.1	\$7.1	6.5%
9	Miami	\$99.4	\$113.6	\$14.2	14.3%
10	SMU	\$100.3	\$111.1	\$10.8	10.8%
11	TCU	\$93.5	\$106.0	\$12.5	13.4%
12	Wake Forest	\$95.5	\$103.9	\$8.4	8.8%
13	Baylor	\$92.0	\$102.1	\$10.1	11.0%
14	Syracuse		\$102.0		
15	Tulane	\$92.0	\$96.3	\$4.3	4.7%
16	Tulsa	\$82.2	\$84.7	\$2.5	3.0%
	Median	\$103.1	\$115.4	\$13.0	12.9%
	TCU minus median	-\$9.6	-\$9.3	-\$0.5	0.5%
	Without Stanford, Duke, and Northwestern:				
	Median	\$99.4	\$111.1	\$10.8	11.0%
	TCU minus median	-\$5.9	-\$5.1	\$1.7	2.4%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Table 2c
Comparison of Assistant Professor Salaries at Private Universities with D1 Football

	School	2013 Salary	2018 Salary	Change	% Change
1	Stanford	\$117.5	\$137.0	\$19.5	16.6%
2	Duke	\$103.5	\$121.9	\$18.4	17.8%
3	Northwestern	\$102.7	\$117.2	\$14.5	14.1%
4	Boston College	\$89.6	\$114.6	\$25.0	27.9%
5	Rice	\$95.5	\$113.9	\$18.4	19.3%
6	Notre Dame		\$110.0		
7	Tulane	\$79.8	\$108.5	\$28.7	36.0%
8	SMU	\$97.9	\$107.0	\$9.1	9.3%
9	Vanderbilt	\$88.9	\$105.1	\$16.2	18.2%
10	USC	\$95.6	\$100.2	\$4.6	4.8%
11	Miami	\$83.5	\$99.6	\$16.1	19.3%
12	Baylor	\$78.2	\$93.2	\$15.0	19.2%
13	TCU	\$78.4	\$90.5	\$12.1	15.4%
14	Wake Forest	\$79.0	\$85.0	\$6.0	7.6%
15	Tulsa	\$72.8	\$83.2	\$10.4	14.3%
16	Syracuse		\$80.6		
	Median	\$89.3	\$106.1	\$15.6	17.2%
	TCU minus median	-\$10.9	-\$15.6	-\$3.5	-1.8%
	Without Stanford, Duke, and Northwestern:				
	Median	\$83.5	\$100.2	\$15.0	18.2%
	TCU minus median	-\$5.1	-\$9.7	-\$2.9	-2.8%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Summary regarding salaries. The preceding three tables indicate that TCU lags considerably behind this set of schools regarding faculty salaries at all ranks.

Table 3a
Comparison of Full Professor Benefits at Private Universities with D1 Football

	School	2013 Benefits	2018 Benefits	Change	% Change
1	Duke	\$53.9	\$62.7	\$8.8	16.3%
2	USC	\$51.1	\$62.0	\$10.9	21.3%
3	Stanford	\$48.7	\$56.5	\$7.8	16.0%
4	Northwestern	\$48.1	\$56.0	\$7.9	16.4%
5	Notre Dame		\$51.2		
6	Rice	\$44.4	\$49.7	\$5.3	11.9%
7	Boston College	\$43.6	\$48.8	\$5.2	11.9%
8	SMU	\$38.3	\$48.1	\$9.8	25.6%
9	Syracuse		\$44.4		
10	TCU	\$37.0	\$43.9	\$6.9	18.6%
11	Baylor	\$34.0	\$39.1	\$5.1	15.0%
12	Tulsa	\$39.2	\$39.0	-\$0.2	-0.5%
13	Miami	\$39.8	\$38.3	-\$1.5	-3.8%
14	Wake Forest	\$34.0	\$37.7	\$3.7	10.9%
15	Vanderbilt	\$29.8	\$33.2	\$3.4	11.4%
16	Tulane	\$33.4	\$32.6	-\$0.8	-2.4%
	Median	\$39.5	\$46.3	\$5.3	13.5%
	TCU minus median	-\$2.5	-\$2.3	\$1.6	5.2%
	Without Stanford, Duke, and Northwestern:				
	Median	\$38.3	\$43.9	\$5.1	11.9%
	TCU minus median	-\$1.3	\$0.0	\$1.8	6.7%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Table 3b
Comparison of Associate Professor Benefits at Private Universities with D1 Football

	School	2013 Benefits	2018 Benefits	Change	% Change
1	Stanford	\$40.4	\$50.2	\$9.8	24.3%
2	USC	\$42.4	\$49.8	\$7.4	17.5%
3	Duke	\$39.9	\$43.7	\$3.8	9.5%
4	Northwestern	\$36.2	\$42.5	\$6.3	17.4%
5	Syracuse		\$40.4		
6	Notre Dame		\$40.3		
7	Boston College	\$34.1	\$38.5	\$4.4	12.9%
8	TCU	\$29.8	\$36.7	\$6.9	23.2%
9	SMU	\$28.7	\$35.6	\$6.9	24.0%
10	Rice	\$28.0	\$34.1	\$6.1	21.8%
11	Baylor	\$26.7	\$32.3	\$5.6	21.0%
12	Wake Forest	\$25.8	\$30.0	\$4.2	16.3%
13	Tulsa	\$27.7	\$28.5	\$0.8	2.9%
14	Miami	\$29.8	\$28.4	-\$1.4	-4.7%
15	Vanderbilt	\$22.8	\$24.4	\$1.6	7.0%
16	Tulane	\$23.3	\$24.4	\$1.1	4.7%
	Median	\$29.3	\$36.2	\$5.0	16.8%
	TCU minus median	\$0.6	\$0.5	\$1.9	6.3%
	Without Stanford, Duke, and Northwestern:				
	Median	\$28.0	\$34.1	\$4.4	16.3%
	TCU minus median	\$1.8	\$2.3	\$2.5	6.9%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Table 3c
Comparison of Assistant Professor Benefits at Private Universities with D1 Football

	School	2013 Benefits	2018 Benefits	Change	% Change
1	USC	\$36.9	\$45.0	\$8.1	22.0%
2	Stanford	\$31.5	\$43.7	\$12.2	38.7%
3	Northwestern	\$33.0	\$37.7	\$4.7	14.2%
4	Syracuse		\$33.9		
5	Notre Dame		\$32.7		
6	SMU	\$24.5	\$30.6	\$6.1	24.9%
7	Duke	\$24.9	\$29.2	\$4.3	17.3%
8	Boston College	\$25.9	\$28.5	\$2.6	10.0%
9	Rice	\$24.2	\$28.1	\$3.9	16.1%
10	Baylor	\$21.5	\$27.3	\$5.8	27.0%
11	TCU	\$23.9	\$25.6	\$1.7	7.1%
12	Tulsa	\$22.4	\$25.5	\$3.1	13.8%
13	Miami	\$22.0	\$22.6	\$0.6	2.7%
14	Vanderbilt	\$19.1	\$22.0	\$2.9	15.2%
15	Tulane	\$20.4	\$20.3	-\$0.1	-0.5%
16	Wake Forest	\$17.3	\$18.8	\$1.5	8.7%
	Median	\$24.1	\$28.3	\$3.5	14.7%
	TCU minus median	-\$0.1	-\$2.7	-\$1.8	-7.6%
	Without Stanford, Duke, and Northwestern:				
	Median	\$22.4	\$27.3	\$2.9	13.8%
	TCU minus median	\$1.5	-\$1.7	-\$1.2	-6.7%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Summary regarding benefits. In comparison to salaries, TCU fares somewhat better regarding benefits, although we do not think that benefits levels around the median (for associate professors) and slightly below the median (for full and assistant professors) constitute benefits that are too rich. We observe that assistant professors fare worst among the ranks, and it is the benefit levels of future assistant professors that are in view of the charge to UCAC.

Table 4a
Comparison of Full Professor Total Compensation at Private Universities with D1 Football

	School	2013 Tot. Comp	2018 Tot. Comp.	Change	% Change
1	Stanford	\$263.9	\$312.6	\$48.7	18.5%
2	Duke	\$240.3	\$276.9	\$36.6	15.2%
3	Northwestern	\$230.1	\$271.2	\$41.1	17.9%
4	USC	\$215.7	\$247.4	\$31.7	14.7%
5	Rice	\$215.9	\$246.3	\$30.4	14.1%
6	Vanderbilt	\$204.6	\$239.1	\$34.5	16.9%
7	Boston College	\$212.0	\$237.3	\$25.3	11.9%
8	Notre Dame		\$236.9		
9	SMU	\$184.3	\$219.0	\$34.7	18.8%
10	Miami	\$190.9	\$204.9	\$14.0	7.3%
11	TCU	\$164.4	\$192.1	\$27.7	16.8%
12	Wake Forest	\$174.3	\$189.7	\$15.4	8.8%
13	Tulane	\$180.5	\$188.6	\$8.1	4.5%
14	Baylor	\$154.7	\$180.4	\$25.7	16.6%
15	Syracuse		\$177.8		
16	Tulsa	\$150.8	\$160.6	\$9.8	6.5%
	Median	\$197.8	\$228.0	\$29.1	15.0%
	TCU minus median	-\$33.4	-\$35.9	-\$1.4	1.9%
	Without Stanford, Duke, and Northwestern:				
	Median	\$184.3	\$204.9	\$25.7	14.1%
	TCU minus median	-\$19.9	-\$12.8	\$2.0	2.8%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Table 4b
Comparison of Associate Professor Total Compensation at Private Universities with D1 Football

	School	2013 Tot. Comp	2018 Tot. Comp.	Change	% Change
1	Stanford	\$180.6	\$213.8	\$33.2	18.4%
2	Duke	\$160.7	\$185.1	\$24.4	15.2%
3	Northwestern	\$151.3	\$180.9	\$29.6	19.6%
4	USC	\$152.4	\$166.9	\$14.5	9.5%
5	Notre Dame		\$164.7		
6	Boston College	\$140.0	\$158.5	\$18.5	13.2%
7	Rice	\$134.4	\$156.7	\$22.3	16.6%
8	SMU	\$129.0	\$146.7	\$17.7	13.7%
9	Vanderbilt	\$130.3	\$145.3	\$15.0	11.5%
10	TCU	\$123.3	\$142.7	\$19.4	15.7%
11	Syracuse		\$142.4		
12	Miami	\$129.2	\$142.0	\$12.8	9.9%
13	Baylor	\$118.7	\$134.4	\$15.7	13.2%
14	Wake Forest	\$121.3	\$133.9	\$12.6	10.4%
15	Tulane	\$115.3	\$120.7	\$5.4	4.7%
16	Tulsa	\$109.9	\$113.2	\$3.3	3.0%
	Median	\$129.8	\$146.0	\$16.7	13.2%
	TCU minus median	-\$6.5	-\$3.3	\$2.7	2.5%
	Without Stanford, Duke, and Northwestern:				
	Median	\$129.0	\$142.7	\$15.0	11.5%
	TCU minus median	-\$5.7	\$0.0	\$4.4	4.2%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Table 4c
Comparison of Assistant Professor Total Compensation at Private Universities with D1 Football

	School	2013 Tot. Comp	2018 Tot. Comp.	Change	% Change
1	Stanford	\$149.0	\$180.7	\$31.7	21.3%
2	Northwestern	\$135.7	\$154.9	\$19.2	14.1%
3	Duke	\$128.4	\$151.1	\$22.7	17.7%
4	USC	\$132.5	\$145.2	\$12.7	9.6%
5	Boston College	\$115.5	\$143.1	\$27.6	23.9%
6	Notre Dame		\$142.7		
7	Rice	\$119.7	\$142.0	\$22.3	18.6%
8	SMU	\$122.4	\$137.6	\$15.2	12.4%
9	Tulane	\$100.2	\$128.8	\$28.6	28.5%
10	Vanderbilt	\$108.0	\$127.1	\$19.1	17.7%
11	Miami	\$105.5	\$122.2	\$16.7	15.8%
12	Baylor	\$115.5	\$120.5	\$5.0	4.3%
13	TCU	\$102.3	\$116.1	\$13.8	13.5%
14	Syracuse		\$114.5		
15	Tulsa	\$95.2	\$108.7	\$13.5	14.2%
16	Wake Forest	\$96.3	\$103.8	\$7.5	7.8%
	Median	\$115.5	\$133.2	\$17.9	15.0%
	TCU minus median	-\$13.2	-\$17.1	-\$4.1	-1.5%
	Without Stanford, Duke, and Northwestern:				
	Median	\$108.0	\$127.1	\$15.2	14.2%
	TCU minus median	-\$5.7	-\$11.0	-\$1.4	-0.7%

Note. Currency displayed in thousands (e.g., \$10.0 = \$10,000).

Summary regarding total compensation. These tables offer a discouraging assessment of TCU's total compensation package. With the exception of associate professors (who are at the median), when discounting the three schools that rank above #15 in USNWR, TCU professors earn less than other nationally-ranked private universities that field Division I football teams. Indeed, full professors and assistant professors receive total compensation packages that are five-figures less than the median.

The case of Vanderbilt and Tulane, which the Chancellor has indicated as points of comparison, are intriguing. These sit at the bottom regarding full and associate professor benefits. Tulane's overall compensation at these ranks also fares poorly, although Vanderbilt appears to offset the lack of benefits with aggressive full and associate professor salaries (which sit at \$47,000 and \$14,900 above TCU's salaries, respectively). And, when it comes to assistant professors, both Tulane and Vanderbilt offer generous salaries compared to TCU (\$18,000 and \$14,600 higher, respectively), resulting also in higher total compensation packages (\$12,700 and \$11,000, respectively). Cutting new assistant professor benefits without a concomitant increase in salary would render TCU even less competitive in comparison to these two universities (one of which is a peer, the other an aspirant).

Broadening the field

Of course, these 15 universities, although arguably the most comparable to TCU because they offer private education with top-tier football, are not the only institutions relevant for comparison. VIA goal #1, to strengthen TCU's academic profile and reputation, indicates that we care about our status in relation to a number of universities. Although TCU competes both athletically and academically against public universities, it has been argued that other private universities serve as better points of comparison. Thus, we broadened the comparison to include all private universities ranked in the top 150 national universities by USNWR. The final list contained 70 schools that are (a) private, (b) nationally ranked in the top 150 by USNWR, and (c) reported data in the AAUP survey.

In making this comparison, we cut the list off at 150 because, after this point (a) USNWR seems to identify fewer distinctions among universities (i.e., grouping several at the same rank), and (b) these lower-quality universities are often not realistic competitors with TCU. Of course, TCU is also not really a competitor with universities at the upper end of the list (i.e., as one administrator indicated to UCAC, we are not Harvard; nevertheless, it is also worth noting that TCU officially considers Stanford to be an aspirant university). Therefore, as noted in the introduction to this report, we calculated group-level statistics separately for (a) the entire set of schools at 150 or above and (b) the same set minus those ranked above 15. We used 15 as the cutoff because that is the ranking of Vanderbilt, and the Chancellor has indicated that Vanderbilt serves as a key benchmark for comparison.

In the following tables, we also report medians for TCU's self-defined peer institutions. Aspirant institutions are highlighted in green, and peer institutions are highlighted in yellow. Universities that field Division I football appear in bold.

Table 5a
Comparison of Full Professor Salaries at USNWR Private Universities Ranked in Top 150 National Universities

	School	2013 Salary	2018 Salary	Change	% Change
1	Columbia	\$215.5	\$259.7	\$44.2	20.5%
2	Stanford	\$215.2	\$256.1	\$40.9	19.0%
3	Princeton	\$206.2	\$248.0	\$41.8	20.3%
4	Harvard	\$207.1	\$244.3	\$37.2	18.0%
5	University of Chicago	\$210.7	\$241.9	\$31.2	14.8%
6	MIT	\$185.9	\$232.2	\$46.3	24.9%
7	Yale	\$192.2	\$230.9	\$38.7	20.1%
8	University of Pennsylvania	\$192.3	\$223.6	\$31.3	16.3%
9	NYU	\$195.7	\$218.3	\$22.6	11.5%
10	Northwestern University	\$182.0	\$215.2	\$33.2	18.2%
11	Duke University	\$186.4	\$214.2	\$27.8	14.9%
12	California Institute of Technology		\$209.8		
13	Dartmouth	\$174.0	\$207.8	\$33.8	19.4%
14	Georgetown	\$177.9	\$206.1	\$28.2	15.9%
15	Vanderbilt	\$174.8	\$205.9	\$31.1	17.8%
16	Washington University in St. Louis	\$183.6	\$201.7	\$18.1	9.9%
17	Rice	\$171.5	\$196.6	\$25.1	14.6%
18	Johns Hopkins University		\$191.1		
19	Boston University	\$161.6	\$190.5	\$28.9	17.9%
20	Boston College	\$168.4	\$188.5	\$20.1	11.9%
21	Brown	\$164.7	\$187.7	\$23.0	14.0%
22	Northeastern	\$157.6	\$186.4	\$28.8	18.3%
23	Notre Dame		\$185.7		
24	USC	\$164.6	\$185.4	\$20.8	12.6%
25	Emory	\$158.4	\$183.9	\$25.5	16.1%
26	Cornell	\$165.0	\$183.5	\$18.5	11.2%
27	George Washington	\$161.4	\$183.3	\$21.9	13.6%
28	American	\$161.4	\$172.8	\$11.4	7.1%
29	Fordham	\$154.4	\$171.9	\$17.5	11.3%
30	SMU	\$146.0	\$170.9	\$24.9	17.1%
31	University of Rochester	\$143.5	\$168.3	\$24.8	17.3%
32	Carnegie Mellon	\$150.7	\$167.0	\$16.3	10.8%
33	University of Miami	\$151.1	\$166.6	\$15.5	10.3%
34	Lehigh	\$142.4	\$161.7	\$19.3	13.6%
35	Santa Clara University	\$146.4	\$161.5	\$15.1	10.3%
36	Brandeis	\$130.8	\$158.3	\$27.5	21.0%
37	Rensselaer	\$135.7	\$157.7	\$22.0	16.2%

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	School	2013 Salary	2018 Salary	Change	% Change
38	Yeshiva University	\$185.7	\$157.5	-\$28.2	-15.2%
39	Drexel	\$146.1	\$156.8	\$10.7	7.3%
40	San Francisco		\$156.7		
41	Tulane	\$147.1	\$156.0	\$8.9	6.1%
42	Tufts	\$143.2	\$155.2	\$12.0	8.4%
43	Stevens Institute of Technology		\$154.2		
44	Loyola Chicago	\$128.5	\$153.0	\$24.5	19.1%
45	Wake Forest	\$140.3	\$152.0	\$11.7	8.3%
46	Chapman	\$146.4	\$150.6	\$4.2	2.9%
47	Case Western Reserve	\$136.0	\$149.6	\$13.6	10.0%
48	TCU	\$127.4	\$148.2	\$20.8	16.3%
49	Illinois Institute of Technology	\$139.2	\$148.2	\$9.0	6.5%
50	Villanova	\$132.6	\$147.8	\$15.2	11.5%
51	Pepperdine	\$134.4	\$143.9	\$9.5	7.1%
52	Denver	\$131.2	\$141.9	\$10.7	8.2%
53	Baylor	\$120.7	\$141.3	\$20.6	17.1%
54	University of San Diego	\$128.6	\$140.2	\$11.6	9.0%
55	DePaul	\$129.5	\$133.8	\$4.3	3.3%
56	Syracuse		\$133.4		
57	William & Mary	\$122.7	\$133.3	\$10.6	8.6%
58	Rochester Institute of Technology	\$117.3	\$128.9	\$11.6	9.9%
59	Marquette	\$116.8	\$123.5	\$6.7	5.7%
60	Tulsa	\$111.6	\$121.6	\$10.0	9.0%
61	Creighton	\$106.6	\$120.7	\$14.1	13.2%
62	Dayton	\$109.6	\$119.2	\$9.6	8.8%
63	Howard	\$104.0	\$118.0	\$14.0	13.5%
64	Catholic University of America	\$114.9	\$114.0	-\$0.9	-0.8%
65	Duquesne	\$118.6	\$113.9	-\$4.7	-4.0%
66	University of St. Thomas (MN)	\$114.2	\$113.8	-\$0.4	-0.4%
67	Elon	\$106.5	\$111.0	\$4.5	4.2%
68	Drake		\$108.0		
69	Samford	\$98.9	\$105.2	\$6.3	6.4%
70	St. Joseph	\$117.8	\$96.4	-\$21.4	-18.2%
	Median	\$146.4	\$159.9	\$18.1	11.5%
	TCU minus median	-\$19.0	-\$11.7	\$2.7	4.8%
	Median (peer institutions):	\$143.2	\$152.0	\$15.2	10.9%
	TCU minus median	-\$15.8	-\$3.8	\$5.6	5.4%
	Median (without top USNWR):	\$140.3	\$154.7	\$14.1	10.3%
	TCU minus median	-\$12.9	-\$6.5	\$6.7	6.1%

Table 5b
Comparison of Associate Professor Salaries at USNWR Private Universities Ranked in Top 150 National Universities

	School	2013 Salary	2018 Salary	Change	% Change
1	Columbia	\$145.3	\$171.7	\$26.4	18.2%
2	Stanford	\$140.2	\$163.6	\$23.4	16.7%
3	California Institute of Technology		\$159.1		
4	MIT	\$127.2	\$156.9	\$29.7	23.3%
5	Princeton	\$129.6	\$148.0	\$18.4	14.2%
6	Harvard	\$123.8	\$144.6	\$20.8	16.8%
7	University of Pennsylvania	\$119.5	\$143.9	\$24.4	20.4%
8	Duke University	\$120.8	\$141.4	\$20.6	17.1%
9	Northwestern University	\$115.1	\$138.4	\$23.3	20.2%
10	Georgetown	\$111.3	\$136.9	\$25.6	23.0%
11	Dartmouth	\$113.6	\$135.8	\$22.2	19.5%
12	Johns Hopkins University		\$135.6		
13	Yale	\$118.3	\$134.4	\$16.1	13.6%
14	University of Chicago	\$118.9	\$132.3	\$13.4	11.3%
15	Boston University	\$110.2	\$131.3	\$21.1	19.1%
16	Cornell	\$115.3	\$129.8	\$14.5	12.6%
17	NYU	\$112.1	\$128.0	\$15.9	14.2%
18	Northeastern	\$111.8	\$127.4	\$15.6	14.0%
19	Brown	\$107.6	\$124.4	\$16.8	15.6%
20	Notre Dame		\$124.4		
21	Washington University in St. Louis	\$110.6	\$123.8	\$13.2	11.9%
22	Rice	\$106.4	\$122.6	\$16.2	15.2%
23	Emory	\$104.8	\$122.4	\$17.6	16.8%
24	Vanderbilt	\$107.5	\$120.9	\$13.4	12.5%
25	Fordham	\$109.6	\$120.3	\$10.7	9.8%
26	Boston College	\$105.9	\$120.0	\$14.1	13.3%
27	San Francisco		\$119.1		
28	George Washington	\$109.4	\$118.8	\$9.4	8.6%
29	Santa Clara University	\$102.6	\$118.4	\$15.8	15.4%
30	Stevens Institute of Technology		\$117.8		
31	Pepperdine	\$110.9	\$117.6	\$6.7	6.0%
32	USC	\$110.0	\$117.1	\$7.1	6.5%
33	Carnegie Mellon	\$104.2	\$115.2	\$11.0	10.6%
34	University of Rochester	\$101.7	\$115.0	\$13.3	13.1%
35	Drexel	\$109.2	\$114.3	\$5.1	4.7%
36	University of Miami	\$99.4	\$113.6	\$14.2	14.3%
37	Brandeis	\$96.6	\$112.7	\$16.1	16.7%

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	School	2013 Salary	2018 Salary	Change	% Change
38	Tufts	\$102.3	\$111.1	\$8.8	8.6%
39	Rensselaer	\$97.7	\$111.1	\$13.4	13.7%
40	SMU	\$100.3	\$111.1	\$10.8	10.8%
41	American	\$105.7	\$110.2	\$4.5	4.3%
42	Illinois Institute of Technology	\$93.2	\$109.4	\$16.2	17.4%
43	Lehigh	\$95.6	\$109.2	\$13.6	14.2%
44	TCU	\$93.5	\$106.0	\$12.5	13.4%
45	Denver	\$89.9	\$105.8	\$15.9	17.7%
46	Villanova	\$95.9	\$105.2	\$9.3	9.7%
47	Chapman	\$95.0	\$104.6	\$9.6	10.1%
48	Wake Forest	\$95.5	\$103.9	\$8.4	8.8%
49	Loyola Chicago	\$88.2	\$103.2	\$15.0	17.0%
50	Case Western Reserve	\$91.6	\$102.2	\$10.6	11.6%
51	Yeshiva University	\$106.9	\$102.2	-\$4.7	-4.4%
52	Baylor	\$92.0	\$102.1	\$10.1	11.0%
53	Syracuse		\$102.0		
54	University of San Diego	\$91.8	\$101.7	\$9.9	10.8%
55	William & Mary	\$89.6	\$99.7	\$10.1	11.3%
56	DePaul	\$92.6	\$97.9	\$5.3	5.7%
57	Rochester Institute of Technology	\$90.8	\$97.2	\$6.4	7.0%
58	Tulane	\$92.0	\$96.3	\$4.3	4.7%
59	Marquette	\$83.4	\$95.7	\$12.3	14.7%
60	Creighton	\$79.4	\$94.8	\$15.4	19.4%
61	Duquesne	\$84.4	\$90.6	\$6.2	7.3%
62	Howard	\$76.0	\$89.3	\$13.3	17.5%
63	Dayton	\$81.2	\$87.7	\$6.5	8.0%
64	University of St. Thomas (MN)	\$85.2	\$87.7	\$2.5	2.9%
65	Tulsa	\$82.2	\$84.7	\$2.5	3.0%
66	Catholic University of America	\$82.2	\$84.7	\$2.5	3.0%
67	Elon	\$75.0	\$82.8	\$7.8	10.4%
68	Drake		\$81.5		
69	St. Joseph	\$92.9	\$79.7	-\$13.2	-14.2%
70	Samford	\$71.9	\$76.2	\$4.3	6.0%
	Median	\$102.3	\$114.0	\$13.3	12.6%
	TCU minus median	-\$8.8	-\$7.9	-\$0.8	0.8%
	Median (peer institutions):	\$98.1	\$106.0	\$9.3	9.2%
	TCU minus median	-\$4.6	\$0.0	\$3.2	4.1%
	Median (without top USNWR):	\$95.9	\$109.3	\$10.7	11.0%
	TCU minus median	-\$2.4	-\$3.3	\$1.8	2.4%

Table 5c
Comparison of Assistant Professor Salaries at USNWR Private Universities Ranked in Top 150 National Universities

	School	2013 Salary	2018 Salary	Change	% Change
1	Stanford	\$117.5	\$137.0	\$19.5	16.6%
2	Harvard	\$114.5	\$134.6	\$20.1	17.6%
3	University of Pennsylvania	\$118.0	\$132.6	\$14.6	12.4%
4	California Institute of Technology		\$132.5		
5	MIT	\$111.1	\$132.1	\$21.0	18.9%
6	Columbia	\$110.9	\$130.2	\$19.3	17.4%
7	University of Chicago	\$105.6	\$128.5	\$22.9	21.7%
8	Duke University	\$103.5	\$121.9	\$18.4	17.8%
9	Georgetown	\$101.2	\$120.3	\$19.1	18.9%
10	Cornell	\$98.4	\$118.9	\$20.5	20.8%
11	Princeton	\$101.7	\$118.4	\$16.7	16.4%
12	Yale	\$95.9	\$117.9	\$22.0	22.9%
13	Northwestern University	\$102.7	\$117.2	\$14.5	14.1%
14	Northeastern	\$99.1	\$114.9	\$15.8	15.9%
15	Boston College	\$89.6	\$114.6	\$25.0	27.9%
16	Washington University in St. Louis	\$98.3	\$114.4	\$16.1	16.4%
17	Rice	\$95.5	\$113.9	\$18.4	19.3%
18	NYU	\$110.1	\$113.4	\$3.3	3.0%
19	Johns Hopkins University		\$112.2		
20	Emory	\$85.9	\$111.7	\$25.8	30.0%
21	Notre Dame		\$110.0		
22	Boston University	\$93.2	\$108.7	\$15.5	16.6%
23	Tulane	\$79.8	\$108.5	\$28.7	36.0%
24	University of Rochester	\$96.0	\$108.2	\$12.2	12.7%
25	SMU	\$97.9	\$107.0	\$9.1	9.3%
26	Carnegie Mellon	\$104.4	\$106.9	\$2.5	2.4%
27	Vanderbilt	\$88.9	\$105.1	\$16.2	18.2%
28	Rensselaer	\$93.9	\$104.8	\$10.9	11.6%
29	Dartmouth	\$94.0	\$104.7	\$10.7	11.4%
30	San Francisco		\$103.6		
31	Stevens Institute of Technology		\$103.3		
32	Fordham	\$93.1	\$102.3	\$9.2	9.9%
33	Lehigh	\$94.7	\$101.0	\$6.3	6.7%
34	USC	\$95.6	\$100.2	\$4.6	4.8%
35	Brown	\$88.9	\$99.7	\$10.8	12.1%
36	University of Miami	\$83.5	\$99.6	\$16.1	19.3%
37	George Washington	\$87.5	\$99.6	\$12.1	13.8%

	School	2013 Salary	2018 Salary	Change	% Change
38	Drexel	\$95.5	\$97.6	\$2.1	2.2%
39	Pepperdine	\$82.8	\$96.5	\$13.7	16.5%
40	Santa Clara University	\$89.8	\$95.6	\$5.8	6.5%
41	Case Western Reserve	\$79.3	\$94.7	\$15.4	19.4%
42	Tufts	\$86.4	\$94.0	\$7.6	8.8%
43	Chapman	\$81.2	\$93.5	\$12.3	15.1%
44	Baylor	\$78.2	\$93.2	\$15.0	19.2%
45	Brandeis	\$82.2	\$93.1	\$10.9	13.3%
46	American	\$80.1	\$91.5	\$11.4	14.2%
47	TCU	\$78.4	\$90.5	\$12.1	15.4%
48	Loyola Chicago	\$76.3	\$90.5	\$14.2	18.6%
49	Illinois Institute of Technology	\$85.6	\$88.7	\$3.1	3.6%
50	Marquette	\$74.2	\$86.7	\$12.5	16.8%
51	Yeshiva University	\$85.3	\$86.5	\$1.2	1.4%
52	Rochester Institute of Technology	\$75.5	\$86.1	\$10.6	14.0%
53	Denver	\$82.1	\$85.8	\$3.7	4.5%
54	Wake Forest	\$79.0	\$85.0	\$6.0	7.6%
55	DePaul	\$74.9	\$84.9	\$10.0	13.4%
56	University of San Diego	\$83.2	\$84.0	\$0.8	1.0%
57	William & Mary	\$73.5	\$83.7	\$10.2	13.9%
58	Tulsa	\$72.8	\$83.2	\$10.4	14.3%
59	Villanova	\$74.5	\$83.0	\$8.5	11.4%
60	Howard	\$71.3	\$82.1	\$10.8	15.1%
61	Syracuse		\$80.6		
62	Dayton	\$69.0	\$79.3	\$10.3	14.9%
63	Elon	\$66.7	\$77.7	\$11.0	16.5%
64	University of St. Thomas (MN)	\$77.3	\$75.8	-\$1.5	-1.9%
65	Creighton	\$66.7	\$74.3	\$7.6	11.4%
66	Duquesne	\$70.8	\$74.3	\$3.5	4.9%
67	Catholic University of America	\$68.4	\$74.0	\$5.6	8.2%
68	St. Joseph	\$78.5	\$71.6	-\$6.9	-8.8%
69	Samford	\$60.5	\$70.6	\$10.1	16.7%
70	Drake		\$69.0		
	Median	\$86.4	\$99.7	\$12.2	14.2%
	TCU minus median	-\$8.0	-\$9.2	-\$0.1	1.2%
	Median (peer institutions):	\$80.0	\$93.2	\$11.8	14.0%
	TCU minus median	-\$1.5	-\$2.7	\$0.3	1.4%
	Median (without top USNWR):	\$82.8	\$93.8	\$10.9	13.9%
	TCU minus median	-\$4.4	-\$3.3	\$1.2	1.5%

Summary with regard to salaries: TCU's salaries lag behind these schools. Among our peers, although associate professors are at the median, full and assistant professors earn lower salaries.

Now, on the next page, we will examine benefits across ranks at these schools.

Table 6a
Comparison of Full Professor Benefits at USNWR Private Universities Ranked in Top 150 National Universities

	School	2013 Benefits	2018 Benefits	Change	% Change
1	NYU	\$63.8	\$72.4	\$8.6	13.5%
2	Princeton	\$44.5	\$72.0	\$27.5	61.8%
3	University of Pennsylvania	\$54.3	\$63.0	\$8.7	16.0%
4	Duke University	\$53.9	\$62.7	\$8.8	16.3%
5	USC	\$51.1	\$62.0	\$10.9	21.3%
6	Harvard	\$55.2	\$61.2	\$6.0	10.9%
7	Cornell	\$40.8	\$57.4	\$16.6	40.7%
8	Columbia	\$49.0	\$56.8	\$7.8	15.9%
9	Fordham	\$54.0	\$56.8	\$2.8	5.2%
10	Stanford	\$48.7	\$56.5	\$7.8	16.0%
11	Northwestern University	\$48.1	\$56.0	\$7.9	16.4%
12	MIT	\$45.8	\$55.4	\$9.6	21.0%
13	Dartmouth	\$46.1	\$54.4	\$8.3	18.0%
14	Tufts	\$45.0	\$54.1	\$9.1	20.2%
15	California Institute of Technology		\$52.3		
16	San Francisco		\$52.2		
17	Emory	\$35.4	\$51.3	\$15.9	44.9%
18	Notre Dame		\$51.2		
19	Santa Clara University	\$38.8	\$51.1	\$12.3	31.7%
20	Washington University in St. Louis	\$44.1	\$50.1	\$6.0	13.6%
21	Boston University	\$49.1	\$50.1	\$1.0	2.0%
22	Rice	\$44.4	\$49.7	\$5.3	11.9%
23	Rensselaer	\$42.3	\$48.9	\$6.6	15.6%
24	Boston College	\$43.6	\$48.8	\$5.2	11.9%
25	Johns Hopkins University		\$48.6		
26	SMU	\$38.3	\$48.1	\$9.8	25.6%
27	Yale	\$39.3	\$47.6	\$8.3	21.1%
28	University of Chicago	\$45.3	\$47.0	\$1.7	3.8%
29	Lehigh	\$40.9	\$46.3	\$5.4	13.2%
30	Loyola Chicago	\$36.7	\$45.9	\$9.2	25.1%
31	Northeastern	\$40.1	\$44.6	\$4.5	11.2%
32	Syracuse		\$44.4		
33	TCU	\$37.0	\$43.9	\$6.9	18.6%
34	Georgetown	\$40.5	\$43.4	\$2.9	7.2%
35	Brown	\$41.0	\$42.7	\$1.7	4.1%
36	Chapman	\$39.0	\$42.4	\$3.4	8.7%
37	William & Mary	\$32.5	\$42.0	\$9.5	29.2%
38	Stevens Institute of Technology		\$42.0		

	School	2013 Benefits	2018 Benefits	Change	% Change
39	Pepperdine	\$41.1	\$41.3	\$0.2	0.5%
40	George Washington	\$32.9	\$40.5	\$7.6	23.1%
41	Marquette	\$33.2	\$40.5	\$7.3	22.0%
42	University of San Diego	\$35.3	\$40.0	\$4.7	13.3%
43	Villanova	\$31.6	\$39.8	\$8.2	25.9%
44	American	\$34.3	\$39.7	\$5.4	15.7%
45	Carnegie Mellon	\$33.9	\$39.5	\$5.6	16.5%
46	Baylor	\$34.0	\$39.1	\$5.1	15.0%
47	Drexel	\$28.0	\$39.0	\$11.0	39.3%
48	Tulsa	\$39.2	\$39.0	-\$0.2	-0.5%
49	University of Rochester	\$32.8	\$38.4	\$5.6	17.1%
50	Case Western Reserve	\$35.1	\$38.3	\$3.2	9.1%
51	University of Miami	\$39.8	\$38.3	-\$1.5	-3.8%
52	Wake Forest	\$34.0	\$37.7	\$3.7	10.9%
53	Brandeis	\$33.8	\$37.4	\$3.6	10.7%
54	Rochester Institute of Technology	\$36.0	\$37.1	\$1.1	3.1%
55	DePaul	\$30.9	\$36.9	\$6.0	19.4%
56	Dayton	\$31.3	\$33.2	\$1.9	6.1%
57	Vanderbilt	\$29.8	\$33.2	\$3.4	11.4%
58	Tulane	\$33.4	\$32.6	-\$0.8	-2.4%
59	Elon	\$26.9	\$32.0	\$5.1	19.0%
60	Howard	\$20.4	\$31.2	\$10.8	52.9%
61	Illinois Institute of Technology	\$29.0	\$30.8	\$1.8	6.2%
62	Denver	\$27.5	\$30.1	\$2.6	9.5%
63	Creighton	\$24.4	\$30.0	\$5.6	23.0%
64	St. Joseph	\$36.7	\$29.5	-\$7.2	-19.6%
65	Duquesne	\$26.2	\$29.1	\$2.9	11.1%
66	Samford	\$23.5	\$28.1	\$4.6	19.6%
67	Catholic University of America	\$27.1	\$26.5	-\$0.6	-2.2%
68	University of St. Thomas (MN)	\$28.7	\$26.4	-\$2.3	-8.0%
69	Yeshiva University	\$27.2	\$19.4	-\$7.8	-28.7%
70	Drake		\$16.3		
	Median	\$37.0	\$42.6	\$5.4	15.0%
	TCU minus median	\$0.0	\$1.3	\$1.5	3.6%
	Median (peer institutions):	\$34.2	\$40.5	\$6.2	17.2%
	TCU minus median	\$2.9	\$3.4	\$0.8	1.5%
	Median (without top USNWR):	\$35.1	\$39.9	\$5.1	13.3%
	TCU minus median	\$1.9	\$4.0	\$1.8	5.3%

Table 6b
Comparison of Associate Professor Benefits at USNWR Private Universities Ranked in Top 150 National Universities

	School	2013 Benefits	2018 Benefits	Change	% Change
1	California Institute of Technology		\$54.9		
2	University of Pennsylvania	\$45.1	\$53.1	\$8.0	17.7%
3	Stanford	\$40.4	\$50.2	\$9.8	24.3%
4	USC	\$42.4	\$49.8	\$7.4	17.5%
5	Cornell	\$34.3	\$49.6	\$15.3	44.6%
6	Fordham	\$42.0	\$47.9	\$5.9	14.0%
7	Duke University	\$39.9	\$43.7	\$3.8	9.5%
8	Santa Clara University	\$31.9	\$43.4	\$11.5	36.1%
9	Princeton	\$31.6	\$43.0	\$11.4	36.1%
10	Columbia	\$34.2	\$42.7	\$8.5	24.9%
11	San Francisco		\$42.7		
12	Northwestern University	\$36.2	\$42.5	\$6.3	17.4%
13	NYU	\$36.6	\$42.4	\$5.8	15.8%
14	MIT	\$34.4	\$41.0	\$6.6	19.2%
15	Boston University	\$40.0	\$40.8	\$0.8	2.0%
16	Syracuse		\$40.4		
17	Notre Dame		\$40.3		
18	Chapman	\$32.6	\$39.5	\$6.9	21.2%
19	Dartmouth	\$33.1	\$39.1	\$6.0	18.1%
20	Boston College	\$34.1	\$38.5	\$4.4	12.9%
21	Pepperdine	\$33.8	\$38.0	\$4.2	12.4%
22	Yale	\$31.1	\$37.5	\$6.4	20.6%
23	Tufts	\$33.0	\$37.5	\$4.5	13.6%
24	Johns Hopkins University		\$36.8		
25	TCU	\$29.8	\$36.7	\$6.9	23.2%
26	University of Chicago	\$35.2	\$36.3	\$1.1	3.1%
27	William & Mary	\$27.2	\$36.2	\$9.0	33.1%
28	SMU	\$28.7	\$35.6	\$6.9	24.0%
29	Stevens Institute of Technology		\$35.3		
30	Northeastern	\$31.6	\$34.4	\$2.8	8.9%
31	Marquette	\$27.5	\$34.4	\$6.9	25.1%
32	Emory	\$26.8	\$34.3	\$7.5	28.0%
33	Rensselaer	\$30.3	\$34.2	\$3.9	12.9%
34	Rice	\$28.0	\$34.1	\$6.1	21.8%
35	Harvard	\$30.8	\$33.9	\$3.1	10.1%
36	Washington University in St. Louis	\$26.5	\$33.1	\$6.6	24.9%
37	University of San Diego	\$28.2	\$33.0	\$4.8	17.0%
38	Georgetown	\$28.2	\$32.9	\$4.7	16.7%

	School	2013 Benefits	2018 Benefits	Change	% Change
39	Lehigh	\$29.0	\$32.9	\$3.9	13.4%
40	Loyola Chicago	\$25.1	\$32.7	\$7.6	30.3%
41	Baylor	\$26.7	\$32.3	\$5.6	21.0%
42	Villanova	\$28.6	\$32.3	\$3.7	12.9%
43	Drexel	\$28.0	\$31.9	\$3.9	13.9%
44	Rochester Institute of Technology	\$30.5	\$30.5	\$0.0	0.0%
45	Brandeis	\$26.6	\$30.2	\$3.6	13.5%
46	Wake Forest	\$25.8	\$30.0	\$4.2	16.3%
47	DePaul	\$25.1	\$29.7	\$4.6	18.3%
48	George Washington	\$22.8	\$29.5	\$6.7	29.4%
49	Carnegie Mellon	\$26.1	\$28.9	\$2.8	10.7%
50	American	\$25.7	\$28.9	\$3.2	12.5%
51	Case Western Reserve	\$27.1	\$28.7	\$1.6	5.9%
52	Tulsa	\$27.7	\$28.5	\$0.8	2.9%
53	University of Miami	\$29.8	\$28.4	-\$1.4	-4.7%
54	Brown	\$29.2	\$27.9	-\$1.3	-4.5%
55	Illinois Institute of Technology	\$23.4	\$27.6	\$4.2	17.9%
56	Dayton	\$25.3	\$27.2	\$1.9	7.5%
57	Yeshiva University	\$27.3	\$27.0	-\$0.3	-1.1%
58	University of Rochester	\$25.3	\$26.5	\$1.2	4.7%
59	St. Joseph	\$33.0	\$26.3	-\$6.7	-20.3%
60	Creighton	\$21.4	\$25.7	\$4.3	20.1%
61	Duquesne	\$24.3	\$25.5	\$1.2	4.9%
62	Denver	\$21.7	\$25.4	\$3.7	17.1%
63	Howard	\$16.3	\$24.7	\$8.4	51.5%
64	Vanderbilt	\$22.8	\$24.4	\$1.6	7.0%
65	Tulane	\$23.3	\$24.4	\$1.1	4.7%
66	Elon	\$20.5	\$23.9	\$3.4	16.6%
67	University of St. Thomas (MN)	\$23.6	\$23.9	\$0.3	1.3%
68	Samford	\$20.7	\$23.2	\$2.5	12.1%
69	Catholic University of America	\$20.8	\$21.3	\$0.5	2.4%
70	Drake		\$13.8		
	Median	\$28.2	\$33.5	\$4.2	15.8%
	TCU minus median	\$1.6	\$3.2	\$2.7	7.3%
	Median (peer institutions):	\$27.7	\$32.3	\$4.9	18.6%
	TCU minus median	\$2.2	\$4.4	\$2.0	4.5%
	Median (without top USNWR):	\$27.3	\$32.3	\$4.2	13.9%
	TCU minus median	\$2.5	\$4.4	\$2.7	9.2%

Table 6c
Comparison of Assistant Professor Benefits at USNWR Private Universities Ranked in Top
150 National Universities

	School	2013 Benefits	2018 Benefits	Change	% Change
1	University of Pennsylvania	\$44.7	\$51.1	\$6.4	14.3%
2	Cornell	\$30.6	\$46.2	\$15.6	51.0%
3	USC	\$36.9	\$45.0	\$8.1	22.0%
4	Stanford	\$31.5	\$43.7	\$12.2	38.7%
5	Northwestern University	\$33.0	\$37.7	\$4.7	14.2%
6	NYU	\$35.9	\$37.6	\$1.7	4.7%
7	MIT	\$31.7	\$36.7	\$5.0	15.8%
8	San Francisco		\$36.0		
9	Fordham	\$32.8	\$35.9	\$3.1	9.5%
10	California Institute of Technology		\$35.8		
11	University of Chicago	\$33.3	\$35.2	\$1.9	5.7%
12	Princeton	\$26.3	\$34.4	\$8.1	30.8%
13	Syracuse		\$33.9		
14	Yale	\$26.0	\$33.3	\$7.3	28.1%
15	Notre Dame		\$32.7		
16	Santa Clara University	\$29.7	\$32.5	\$2.8	9.4%
17	Emory	\$21.3	\$31.5	\$10.2	47.9%
18	Tufts	\$26.2	\$30.9	\$4.7	17.9%
19	Chapman	\$25.4	\$30.7	\$5.3	20.9%
20	Rensselaer	\$29.2	\$30.6	\$1.4	4.8%
21	SMU	\$24.5	\$30.6	\$6.1	24.9%
22	Boston University	\$36.6	\$30.5	-\$6.1	-16.7%
23	William & Mary	\$23.0	\$30.4	\$7.4	32.2%
24	Columbia	\$22.0	\$29.6	\$7.6	34.5%
25	Duke University	\$24.9	\$29.2	\$4.3	17.3%
26	Johns Hopkins University		\$29.1		
27	Northeastern	\$22.6	\$29.1	\$6.5	28.8%
28	Harvard	\$26.4	\$28.8	\$2.4	9.1%
29	Pepperdine	\$25.2	\$28.7	\$3.5	13.9%
30	Boston College	\$25.9	\$28.5	\$2.6	10.0%
31	Stevens Institute of Technology		\$28.4		
32	Rice	\$24.2	\$28.1	\$3.9	16.1%
33	Georgetown	\$24.1	\$27.7	\$3.6	14.9%
34	Case Western Reserve	\$20.8	\$27.7	\$6.9	33.2%
35	Baylor	\$21.5	\$27.3	\$5.8	27.0%
36	Loyola Chicago	\$21.2	\$27.2	\$6.0	28.3%
37	Drexel	\$28.1	\$27.1	-\$1.0	-3.6%

	School	2013 Benefits	2018 Benefits	Change	% Change
38	University of San Diego	\$24.1	\$27.1	\$3.0	12.4%
39	Dartmouth	\$22.9	\$26.8	\$3.9	17.0%
40	Lehigh	\$25.6	\$26.8	\$1.2	4.7%
41	Carnegie Mellon	\$23.9	\$26.1	\$2.2	9.2%
42	TCU	\$23.9	\$25.6	\$1.7	7.1%
43	Tulsa	\$22.4	\$25.5	\$3.1	13.8%
44	Rochester Institute of Technology	\$23.1	\$25.0	\$1.9	8.2%
45	Marquette	\$21.6	\$24.8	\$3.2	14.8%
46	George Washington	\$18.5	\$24.7	\$6.2	33.5%
47	University of Rochester	\$24.1	\$23.6	-\$0.5	-2.1%
48	American	\$18.9	\$23.5	\$4.6	24.3%
49	University of Miami	\$22.0	\$22.6	\$0.6	2.7%
50	Washington University in St. Louis	\$16.6	\$22.1	\$5.5	33.1%
51	Brown	\$25.4	\$22.0	-\$3.4	-13.4%
52	Vanderbilt	\$19.1	\$22.0	\$2.9	15.2%
53	DePaul	\$17.7	\$21.9	\$4.2	23.7%
54	Samford	\$18.7	\$21.7	\$3.0	16.0%
55	St. Joseph	\$26.3	\$21.1	-\$5.2	-19.8%
56	Villanova	\$20.4	\$21.1	\$0.7	3.4%
57	Brandeis	\$19.8	\$20.9	\$1.1	5.6%
58	Creighton	\$16.9	\$20.6	\$3.7	21.9%
59	Duquesne	\$18.6	\$20.6	\$2.0	10.8%
60	University of St. Thomas (MN)	\$19.9	\$20.4	\$0.5	2.5%
61	Tulane	\$20.4	\$20.3	-\$0.1	-0.5%
62	Elon	\$18.9	\$20.3	\$1.4	7.4%
63	Yeshiva University	\$27.3	\$20.2	-\$7.1	-26.0%
64	Illinois Institute of Technology	\$18.7	\$20.2	\$1.5	8.0%
65	Denver	\$19.6	\$19.6	\$0.0	0.0%
66	Howard	\$12.9	\$19.5	\$6.6	51.2%
67	Dayton	\$16.3	\$19.2	\$2.9	17.8%
68	Wake Forest	\$17.3	\$18.8	\$1.5	8.7%
69	Catholic University of America	\$15.4	\$17.6	\$2.2	14.3%
70	Drake		\$12.1		
	Median	\$23.9	\$27.3	\$3.6	14.3%
	TCU minus median	\$0.0	-\$1.7	-\$1.9	-7.1%
	Median (peer institutions):	\$21.0	\$25.6	\$3.2	11.7%
	TCU minus median	\$2.9	\$0.0	-\$1.5	-4.5%
	Median (without top USNWR):	\$22.4	\$25.9	\$3.0	13.8%
	TCU minus median	\$1.5	-\$0.3	-\$1.3	-6.7%

Summary with regard to benefits: For full and associate professors, TCU offers a benefits package that is above the median of our peers and the general set of nationally-ranked private universities. Assistant professors at TCU, however, fare worse than their more senior TCU colleagues, earning benefits at the median of our peer institutions and slightly below the median of the broader comparison group.

Starting on the next page, we will examine the total compensation package across these schools.

Table 7a
Comparison of Full Professor Total Compensation at USNWR Private Universities Ranked in Top 150 National Universities

	School	2013 Tot. Comp.	2018 Tot. Comp.	Change	% Change
1	Princeton	\$250.7	\$320.0	\$69.3	27.6%
2	Columbia	\$264.5	\$316.5	\$52.0	19.7%
3	Stanford	\$263.9	\$312.6	\$48.7	18.5%
4	Harvard	\$262.3	\$305.5	\$43.2	16.5%
5	NYU	\$259.5	\$290.7	\$31.2	12.0%
6	University of Chicago	\$256.0	\$288.9	\$32.9	12.9%
7	MIT	\$231.7	\$287.6	\$55.9	24.1%
8	University of Pennsylvania	\$246.6	\$286.6	\$40.0	16.2%
9	Yale	\$231.5	\$278.5	\$47.0	20.3%
10	Duke University	\$240.3	\$276.9	\$36.6	15.2%
11	Northwestern University	\$230.1	\$271.2	\$41.1	17.9%
12	Dartmouth	\$220.1	\$262.2	\$42.1	19.1%
13	California Institute of Technology		\$262.1		
14	Washington University in St. Louis	\$227.7	\$251.8	\$24.1	10.6%
15	Georgetown	\$218.4	\$249.5	\$31.1	14.2%
16	USC	\$215.7	\$247.4	\$31.7	14.7%
17	Rice	\$215.9	\$246.3	\$30.4	14.1%
18	Cornell	\$205.8	\$240.9	\$35.1	17.1%
19	Boston University	\$210.7	\$240.6	\$29.9	14.2%
20	Johns Hopkins University		\$239.7		
21	Vanderbilt	\$204.6	\$239.1	\$34.5	16.9%
22	Boston College	\$212.0	\$237.3	\$25.3	11.9%
23	Notre Dame		\$236.9		
24	Emory	\$193.8	\$235.2	\$41.4	21.4%
25	Northeastern	\$197.7	\$231.0	\$33.3	16.8%
26	Brown	\$205.7	\$230.4	\$24.7	12.0%
27	Fordham	\$208.4	\$228.7	\$20.3	9.7%
28	George Washington	\$194.3	\$223.8	\$29.5	15.2%
29	SMU	\$184.3	\$219.0	\$34.7	18.8%
30	Santa Clara University	\$185.2	\$212.6	\$27.4	14.8%
31	American	\$195.7	\$212.5	\$16.8	8.6%
32	Tufts	\$188.2	\$209.3	\$21.1	11.2%
33	San Francisco		\$208.9		
34	Lehigh	\$183.3	\$208.0	\$24.7	13.5%
35	University of Rochester	\$176.3	\$206.7	\$30.4	17.2%
36	Rensselaer	\$178.0	\$206.6	\$28.6	16.1%
37	Carnegie Mellon	\$184.6	\$206.5	\$21.9	11.9%

	School	2013 Tot. Comp.	2018 Tot. Comp.	Change	% Change
38	University of Miami	\$190.9	\$204.9	\$14.0	7.3%
39	Loyola Chicago	\$165.2	\$198.9	\$33.7	20.4%
40	Stevens Institute of Technology		\$196.2		
41	Drexel	\$174.1	\$195.8	\$21.7	12.5%
42	Brandeis	\$164.6	\$195.7	\$31.1	18.9%
43	Chapman	\$185.4	\$193.0	\$7.6	4.1%
44	TCU	\$164.4	\$192.1	\$27.7	16.8%
45	Wake Forest	\$174.3	\$189.7	\$15.4	8.8%
46	Tulane	\$180.5	\$188.6	\$8.1	4.5%
47	Case Western Reserve	\$171.1	\$187.9	\$16.8	9.8%
48	Villanova	\$164.2	\$187.6	\$23.4	14.3%
49	Pepperdine	\$175.5	\$185.2	\$9.7	5.5%
50	Baylor	\$154.7	\$180.4	\$25.7	16.6%
51	University of San Diego	\$163.9	\$180.2	\$16.3	9.9%
52	Illinois Institute of Technology	\$168.2	\$179.0	\$10.8	6.4%
53	Syracuse		\$177.8		
54	Yeshiva University	\$212.9	\$176.9	-\$36.0	-16.9%
55	William & Mary	\$155.2	\$175.3	\$20.1	13.0%
56	Denver	\$158.7	\$172.0	\$13.3	8.4%
57	DePaul	\$160.4	\$170.7	\$10.3	6.4%
58	Rochester Institute of Technology	\$153.3	\$166.0	\$12.7	8.3%
59	Marquette	\$150.0	\$164.0	\$14.0	9.3%
60	Tulsa	\$150.8	\$160.6	\$9.8	6.5%
61	Dayton	\$140.9	\$152.4	\$11.5	8.2%
62	Creighton	\$131.0	\$150.7	\$19.7	15.0%
63	Howard	\$124.4	\$149.2	\$24.8	19.9%
64	Elon	\$133.4	\$143.0	\$9.6	7.2%
65	Duquesne	\$144.8	\$143.0	-\$1.8	-1.2%
66	Catholic University of America	\$142.0	\$140.5	-\$1.5	-1.1%
67	University of St. Thomas (MN)	\$142.9	\$140.2	-\$2.7	-1.9%
68	Samford	\$122.4	\$133.3	\$10.9	8.9%
69	St. Joseph	\$154.5	\$125.9	-\$28.6	-18.5%
70	Drake		\$124.3		
	Median	\$184.6	\$206.7	\$24.7	13.0%
	TCU minus median	-\$20.2	-\$14.6	\$3.0	3.9%
	Median (peer institutions):	\$178.0	\$189.7	\$24.6	14.5%
	TCU minus median	-\$13.6	\$2.4	\$3.1	2.3%
	Median (without top USNWR):	\$175.5	\$194.4	\$21.1	11.9%
	TCU minus median	-\$11.1	-\$2.3	\$6.6	5.0%

Table 7b
Comparison of Associate Professor Total Compensation at USNWR Private Universities
Ranked in Top 150 National Universities

	School	2013 Tot. Comp.	2018 Tot. Comp.	Change	% Change
1	Columbia	\$179.5	\$214.4	\$34.9	19.4%
2	California Institute of Technology		\$214.0		
3	Stanford	\$180.6	\$213.8	\$33.2	18.4%
4	MIT	\$161.6	\$197.9	\$36.3	22.5%
5	University of Pennsylvania	\$164.6	\$197.0	\$32.4	19.7%
6	Princeton	\$161.2	\$191.0	\$29.8	18.5%
7	Duke University	\$160.7	\$185.1	\$24.4	15.2%
8	Northwestern University	\$151.3	\$180.9	\$29.6	19.6%
9	Cornell	\$149.6	\$179.4	\$29.8	19.9%
10	Harvard	\$154.6	\$178.5	\$23.9	15.5%
11	Dartmouth	\$146.7	\$174.9	\$28.2	19.2%
12	Johns Hopkins University		\$172.4		
13	Boston University	\$150.2	\$172.1	\$21.9	14.6%
14	Yale	\$149.4	\$171.9	\$22.5	15.1%
15	NYU	\$148.7	\$170.4	\$21.7	14.6%
16	Georgetown	\$139.5	\$169.8	\$30.3	21.7%
17	University of Chicago	\$154.1	\$168.6	\$14.5	9.4%
18	Fordham	\$151.6	\$168.2	\$16.6	10.9%
19	USC	\$152.4	\$166.9	\$14.5	9.5%
20	Notre Dame		\$164.7		
21	Northeastern	\$143.4	\$161.8	\$18.4	12.8%
22	Santa Clara University	\$134.5	\$161.8	\$27.3	20.3%
23	San Francisco		\$161.8		
24	Boston College	\$140.0	\$158.5	\$18.5	13.2%
25	Washington University in St. Louis	\$137.1	\$156.9	\$19.8	14.4%
26	Rice	\$134.4	\$156.7	\$22.3	16.6%
27	Emory	\$131.6	\$156.7	\$25.1	19.1%
28	Pepperdine	\$144.7	\$155.6	\$10.9	7.5%
29	Stevens Institute of Technology		\$153.1		
30	Brown	\$136.8	\$152.3	\$15.5	11.3%
31	Tufts	\$135.3	\$148.6	\$13.3	9.8%
32	George Washington	\$132.2	\$148.3	\$16.1	12.2%
33	SMU	\$129.0	\$146.7	\$17.7	13.7%
34	Drexel	\$137.2	\$146.2	\$9.0	6.6%
35	Vanderbilt	\$130.3	\$145.3	\$15.0	11.5%
36	Rensselaer	\$128.0	\$145.3	\$17.3	13.5%
37	Carnegie Mellon	\$130.3	\$144.1	\$13.8	10.6%

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	School	2013 Tot. Comp.	2018 Tot. Comp.	Change	% Change
38	Chapman	\$127.6	\$144.1	\$16.5	12.9%
39	Brandeis	\$123.2	\$142.9	\$19.7	16.0%
40	TCU	\$123.3	\$142.7	\$19.4	15.7%
41	Syracuse		\$142.4		
42	Lehigh	\$124.6	\$142.1	\$17.5	14.0%
43	University of Miami	\$129.2	\$142.0	\$12.8	9.9%
44	University of Rochester	\$127.0	\$141.5	\$14.5	11.4%
45	American	\$131.4	\$139.1	\$7.7	5.9%
46	Villanova	\$124.5	\$137.5	\$13.0	10.4%
47	Illinois Institute of Technology	\$116.6	\$137.0	\$20.4	17.5%
48	William & Mary	\$116.8	\$135.9	\$19.1	16.4%
49	Loyola Chicago	\$113.3	\$135.9	\$22.6	19.9%
50	University of San Diego	\$120.0	\$134.7	\$14.7	12.3%
51	Baylor	\$118.7	\$134.4	\$15.7	13.2%
52	Wake Forest	\$121.3	\$133.9	\$12.6	10.4%
53	Denver	\$111.6	\$131.2	\$19.6	17.6%
54	Case Western Reserve	\$118.7	\$130.9	\$12.2	10.3%
55	Marquette	\$110.9	\$130.1	\$19.2	17.3%
56	Yeshiva University	\$134.2	\$129.2	-\$5.0	-3.7%
57	Rochester Institute of Technology	\$121.3	\$127.7	\$6.4	5.3%
58	DePaul	\$117.7	\$127.6	\$9.9	8.4%
59	Tulane	\$115.3	\$120.7	\$5.4	4.7%
60	Creighton	\$100.8	\$120.5	\$19.7	19.5%
61	Duquesne	\$108.7	\$116.1	\$7.4	6.8%
62	Dayton	\$106.5	\$114.9	\$8.4	7.9%
63	Howard	\$92.3	\$114.0	\$21.7	23.5%
64	Tulsa	\$109.9	\$113.2	\$3.3	3.0%
65	University of St. Thomas (MN)	\$108.8	\$111.6	\$2.8	2.6%
66	Elon	\$95.5	\$106.7	\$11.2	11.7%
67	Catholic University of America	\$103.0	\$106.0	\$3.0	2.9%
68	St. Joseph	\$125.9	\$106.0	-\$19.9	-15.8%
69	Samford	\$92.6	\$99.4	\$6.8	7.3%
70	Drake		\$95.3		
	Median	\$130.3	\$145.3	\$17.3	13.2%
	TCU minus median	-\$7.0	-\$2.6	\$2.1	2.5%
	Median (peer institutions):	\$126.8	\$142.4	\$14.4	11.3%
	TCU minus median	-\$3.5	\$0.3	\$5.0	4.4%
	Median (without top USNWR):	\$125.9	\$142.1	\$15.7	12.2%
	TCU minus median	-\$2.6	\$0.6	\$3.7	3.6%

Table 7c
Comparison of Assistant Professor Total Compensation at USNWR Private Universities
Ranked in Top 150 National Universities

	School	2013 Tot. Comp.	2018 Tot. Comp.	Change	% Change
1	University of Pennsylvania	\$162.7	\$183.7	\$21.0	12.9%
2	Stanford	\$149.0	\$180.7	\$31.7	21.3%
3	MIT	\$142.8	\$168.8	\$26.0	18.2%
4	California Institute of Technology		\$168.3		
5	Cornell	\$129.0	\$165.1	\$36.1	28.0%
6	University of Chicago	\$138.9	\$163.7	\$24.8	17.9%
7	Harvard	\$140.9	\$163.4	\$22.5	16.0%
8	Columbia	\$132.9	\$159.8	\$26.9	20.2%
9	Northwestern University	\$135.7	\$154.9	\$19.2	14.1%
10	Princeton	\$128.0	\$152.8	\$24.8	19.4%
11	Yale	\$121.9	\$151.2	\$29.3	24.0%
12	Duke University	\$128.4	\$151.1	\$22.7	17.7%
13	NYU	\$146.0	\$151.0	\$5.0	3.4%
14	Georgetown	\$125.3	\$148.0	\$22.7	18.1%
15	USC	\$132.5	\$145.2	\$12.7	9.6%
16	Northeastern	\$121.7	\$144.0	\$22.3	18.3%
17	Emory	\$107.2	\$143.2	\$36.0	33.6%
18	Boston College	\$115.5	\$143.1	\$27.6	23.9%
19	Notre Dame		\$142.7		
20	Rice	\$119.7	\$142.0	\$22.3	18.6%
21	Johns Hopkins University		\$141.3		
22	San Francisco		\$139.6		
23	Boston University	\$129.8	\$139.2	\$9.4	7.2%
24	Fordham	\$125.9	\$138.2	\$12.3	9.8%
25	SMU	\$122.4	\$137.6	\$15.2	12.4%
26	Washington University in St. Louis	\$114.9	\$136.5	\$21.6	18.8%
27	Rensselaer	\$123.1	\$135.4	\$12.3	10.0%
28	Carnegie Mellon	\$128.3	\$133.0	\$4.7	3.7%
29	University of Rochester	\$120.1	\$131.8	\$11.7	9.7%
30	Stevens Institute of Technology		\$131.7		
31	Dartmouth	\$116.9	\$131.5	\$14.6	12.5%
32	Tulane	\$100.2	\$128.8	\$28.6	28.5%
33	Santa Clara University	\$119.5	\$128.1	\$8.6	7.2%
34	Lehigh	\$120.3	\$127.8	\$7.5	6.2%
35	Vanderbilt	\$108.0	\$127.1	\$19.1	17.7%
36	Pepperdine	\$108.0	\$125.2	\$17.2	15.9%
37	Tufts	\$112.6	\$124.9	\$12.3	10.9%

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	School	2013 Tot. Comp.	2018 Tot. Comp.	Change	% Change
38	Drexel	\$123.6	\$124.7	\$1.1	0.9%
39	George Washington	\$106.0	\$124.3	\$18.3	17.3%
40	Chapman	\$106.6	\$124.2	\$17.6	16.5%
41	Case Western Reserve	\$100.1	\$122.4	\$22.3	22.3%
42	University of Miami	\$105.5	\$122.2	\$16.7	15.8%
43	Brown	\$114.3	\$121.7	\$7.4	6.5%
44	Baylor	\$99.7	\$120.5	\$20.8	20.9%
45	Loyola Chicago	\$97.5	\$117.7	\$20.2	20.7%
46	TCU	\$102.3	\$116.1	\$13.8	13.5%
47	American	\$99.0	\$115.0	\$16.0	16.2%
48	Syracuse		\$114.5		
49	William & Mary	\$96.5	\$114.1	\$17.6	18.2%
50	Brandeis	\$102.0	\$114.0	\$12.0	11.8%
51	Marquette	\$95.8	\$111.5	\$15.7	16.4%
52	University of San Diego	\$107.3	\$111.1	\$3.8	3.5%
53	Rochester Institute of Technology	\$98.6	\$111.1	\$12.5	12.7%
54	Illinois Institute of Technology	\$104.3	\$108.9	\$4.6	4.4%
55	Tulsa	\$95.2	\$108.7	\$13.5	14.2%
56	DePaul	\$92.6	\$106.8	\$14.2	15.3%
57	Yeshiva University	\$112.6	\$106.7	-\$5.9	-5.2%
58	Denver	\$101.7	\$105.4	\$3.7	3.6%
59	Villanova	\$94.9	\$104.1	\$9.2	9.7%
60	Wake Forest	\$96.3	\$103.8	\$7.5	7.8%
61	Howard	\$84.2	\$101.6	\$17.4	20.7%
62	Dayton	\$85.3	\$98.5	\$13.2	15.5%
63	Elon	\$85.6	\$98.0	\$12.4	14.5%
64	University of St. Thomas (MN)	\$97.2	\$96.2	-\$1.0	-1.0%
65	Creighton	\$83.6	\$94.9	\$11.3	13.5%
66	Duquesne	\$89.4	\$94.9	\$5.5	6.2%
67	St. Joseph	\$104.8	\$92.7	-\$12.1	-11.5%
68	Samford	\$79.2	\$92.3	\$13.1	16.5%
69	Catholic University of America	\$83.8	\$91.6	\$7.8	9.3%
70	Drake		\$81.1		
	Median	\$108.0	\$126.2	\$14.6	14.5%
	TCU minus median	-\$5.7	-\$10.1	-\$0.8	-1.0%
	Median (peer institutions):	\$101.3	\$120.5	\$15.6	14.7%
	TCU minus median	\$1.1	-\$4.4	-\$1.8	-1.2%
	Median (without top USNWR):	\$105.5	\$122.3	\$13.1	13.5%
	TCU minus median	-\$3.2	-\$6.2	\$0.7	0.0%

Summary with regard to total compensation: With respect to our self-defined peer institutions, total compensation hovers right around the median for all ranks. Full and associate professors rank one spot above the median (6 schools lower, 4 schools higher), and assistant professors rank one spot below the median (4 schools lower, 6 schools higher). TCU fares worse in comparison to the broader set of schools, particularly for assistant professors (who earn \$10,100 less than the median of the whole set, and \$6,200 less when excluding universities ranking above #15 in USNWR).

Taken overall, although TCU may offer attractive benefits for associate and full professors, our total compensation package is less competitive across the broad spectrum of nationally-ranked private universities. This comparison matters for several reasons perhaps, but it especially matters in light of VIA strategic goal #1, to strengthen our academic profile and reputation. It appears that TCU offers assistant professors an average benefits package with below-average salary, and that may not be competitive in the academic labor market.

A major weakness of the AAUP data is that it makes no adjustment for cost of living. In contrast, data from USNWR does make such an adjustment. USNWR analyzes data on faculty compensation because it serves as 7% of the calculation of a university's overall ranking. The faculty compensation ranking of a university is not freely available online, but we were able to access it by paying the \$40 yearly fee. We next examine what that data reveals about TCU in comparison to our self-defined peer and aspirant institutions.

Table 8a
Comparison of USNWR Faculty Compensation Rank at TCU's Self-Defined Peer & Aspirant Institutions, All Locations

School	Location	USNWR National University Rank	USNWR Faculty Compensation Rank
Duke University	Durham, NC	10	1
Notre Dame	Notre Dame, IN	15	7
Northwestern University	Chicago, IL	9	10
Washington University in St. Louis	St. Louis, MO	19	10
Stanford	Stanford, CA	6	16
Rice	Houston, TX	17	16
Emory	Atlanta, GA	21	18
Vanderbilt	Nashville, TN	15	19
SMU	Dallas, TX	64	31
Wake Forest	Winston-Salem, NC	27	33
Georgetown	Washington, DC	24	33
USC	Los Angeles, CA	22	51
Baylor	Waco, TX	79	64
Tulane	New Orleans, LA	40	83
Syracuse	Syracuse, NY	54	89
TCU	Fort Worth, TX	97	96
George Washington	Washington, DC	70	116
Pepperdine	Malibu, CA	50	145
American	Washington, DC	77	157
Santa Clara	Santa Clara, CA	54	163
Villanova	Villanova, PA	46	171

Note. Aspirants highlighted in green. Peers highlighted in yellow.

Cities in red are located in California or are Washington, DC. Although USNWR makes adjustments based on cost of living, both California as a state and Washington as a city are exceedingly costly places to live, and it is very difficult for all but the most elite universities (e.g., Stanford) to provide compensation that offsets that financial reality. Thus, even with adjustment, it may be difficult to compare cost of living with other locations. Therefore, Table 8b on the next page omits these schools.

Table 8b
Comparison of USNWR Faculty Compensation Rank at TCU's Self-Defined Peer & Aspirant Institutions, Omitting Washington DC and California Locations

School	Location	USNWR National University Rank	USNWR Faculty Compensation Rank
Duke University	Durham, NC	10	1
Notre Dame	Notre Dame, IN	15	7
Northwestern University	Chicago, IL	9	10
Washington University in St. Louis	St. Louis, MO	19	10
Rice	Houston, TX	17	16
Emory	Atlanta, GA	21	18
Vanderbilt	Nashville, TN	15	19
SMU	Dallas, TX	64	31
Wake Forest	Winston-Salem, NC	27	33
Baylor	Waco, TX	79	64
Tulane	New Orleans, LA	40	83
Syracuse	Syracuse, NY	54	89
TCU	Fort Worth, TX	97	96
Villanova	Villanova, PA	46	171

Note. Aspirants highlighted in green. Peers highlighted in yellow.

Section 4: Faculty Compensation and USNWR Ranking

We are concerned about reductions in benefits for future employees for several reasons, but perhaps the most pressing is that such reductions would seem to threaten TCU's ability to achieve VIA strategic goal #1, to strengthen the university's profile and reputation. **If we cannot hire and retain top-tier faculty and academic support staff, we will not achieve this goal.**

Next, we turn attention to the association between professor compensation and USNWR rankings. Although the USNWR ranking is not the only way to evaluate a university's academic profile and reputation, it is (a) a commonly-used metric and (b) based on empirical data.

At the outset, it is worth emphasizing that **faculty compensation, including both salary and benefits, comprises 7% of the USNWR ranking.** As described in their methodology (<https://www.usnews.com/education/best-colleges/articles/how-us-news-calculated-the-rankings>): "Faculty salary is weighted at 7% and is the average faculty pay plus benefits during the 2017-2018 and 2018-2019 academic years, adjusted for regional differences in the cost of living."

For comparison, here are the factors that determine the USNWR ranking, listed in order of weight:

- Graduation and retention (22%)
- Expert opinion (20%)
- Financial resources (10%)
- Student excellence (10%)
- Graduation rate performance (8%)
- Class size (8%)
- **Faculty salary (7%)**
- Social mobility of graduates (5%)
- Alumni giving (5%)
- Proportion of full-time faculty with highest degree in their field (3%)
- Student-faculty ratio (1%)
- Proportion of faculty who are full-time (1%)

Thus, all else being equal, increasing TCU faculty compensation would lead to a rise in our USNWR ranking, and contrariwise for a decrease in compensation. **In other words, increasing faculty compensation is one mechanism for accomplishing VIA goal #1, to strengthen TCU's academic profile and reputation.**

However, it is possible that, given faculty salary only directly accounts for 7% of the ranking, the association between faculty salary and ranking may not be particularly robust. To investigate this, we examined the association between faculty compensation and USNWR ranking. Overall, we found that indeed the association between faculty compensation and the ranking is strong and quite linear. **Quite simply, more highly ranked schools provide greater compensation to their faculty.**

Table 9
Examining the Association Between Compensation and USNWR Rank

School	2014 USNWR	2020 USNWR	USNWR Change
Princeton	1	1	0
Harvard	2	2	0
MIT	7	3	4
Columbia	4	3	1
Yale	3	3	0
University of Pennsylvania	8	6	2
Stanford	4	6	-2
University of Chicago	4	6	-2
Northwestern University	13	9	4
Duke University	8	10	-2
Johns Hopkins University	12	10	2
California Institute of Technology	10	12	-2
Dartmouth	11	12	-1
Brown	16	14	2
Notre Dame	16	15	1
Vanderbilt	16	15	1
Cornell	15	17	-2
Rice	19	17	2
Washington University in St. Louis	14	19	-5
Emory	21	21	0
USC	25	22	3
Georgetown	21	24	-3
Carnegie Mellon	25	25	0
Wake Forest	27	27	0
NYU	32	29	3
University of Rochester	33	29	4
Tufts	27	29	-2
Boston College	31	37	-6
Case Western Reserve	38	40	-2
Northeastern	42	40	2
Boston University	42	40	2
Tulane	54	40	14
William & Mary	33	40	-7
Brandeis	35	40	-5
Villanova		46	
Rensselaer	52	50	2
Lehigh	40	50	-10
Pepperdine	54	50	4

School	2014 USNWR	2020 USNWR	USNWR Change
Santa Clara University		54	
Syracuse	58	54	4
University of Miami	48	57	-9
SMU	58	64	-6
George Washington	54	70	-16
Fordham	58	74	-16
Stevens Institute of Technology	76	74	2
American	71	77	-6
Baylor	71	79	-8
Marquette	76	84	-8
Elon		84	
University of San Diego	95	91	4
San Francisco	106	97	9
Drexel	95	97	-2
TCU	76	97	-21
Yeshiva University	48	97	-49
Denver	88	97	-9
Loyola Chicago	106	104	2
Rochester Institute of Technology		104	
Howard	145	104	41
Creighton		104	
Illinois Institute of Technology	116	117	-1
Tulsa	88	121	-33
Chapman		125	
DePaul	121	125	-4
Drake		130	
Dayton	103	132	-29
Duquesne	116	132	-16
University of St. Thomas (MN)	113	139	-26
Catholic University of America	116	139	-23
St. Joseph		147	
Samford		147	

Note. Aspirants highlighted in green. Peers highlighted in yellow.

We have heard the claim that TCU experienced such a precipitous drop because USNWR added more schools to their analysis. Although perhaps this played some role, we do not think that explanation is consistent with the table above. If such an effect were operating, we might expect TCU's peer institutions to experience similar drops, but (with the possible exception of George Washington) that did not occur. **In both 2014 and 2020, TCU has the lowest USNWR ranking of any of its current self-defined peers and aspirants, and the gap has widened.**

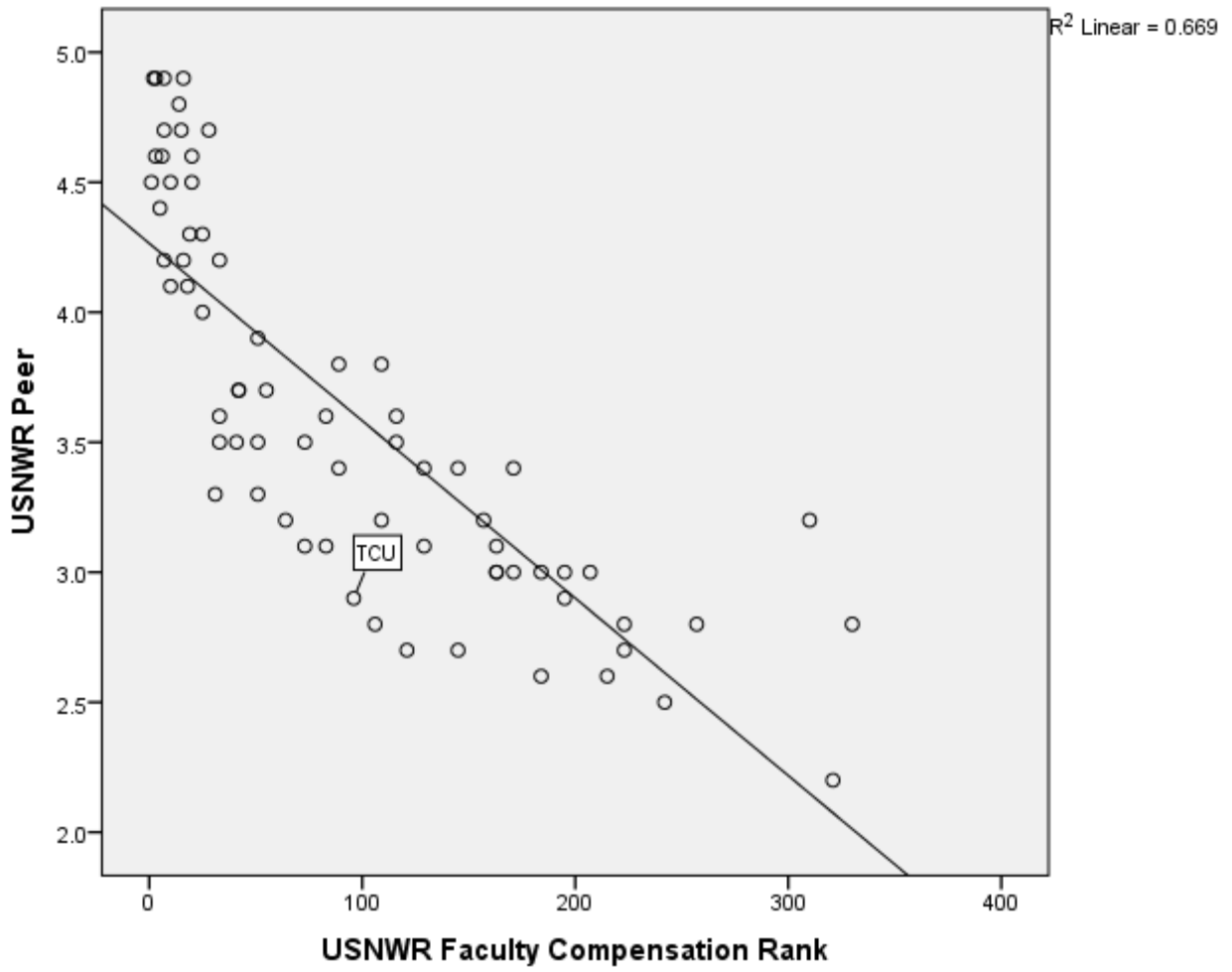
One of the weightiest components of the USNWR ranking is the evaluation of university administrators around the country. Administrators such as university presidents and admissions deans are asked to provide a rating of the academic quality of other schools. Here are the ratings for TCU and its peer and aspirant institutions.

Table 3
Comparison of USNWR Administrator Ratings at TCU's Self-Defined Peer & Aspirant Institutions

School	Location	USNWR National University Rank	USNWR Admin Rating
Stanford	Stanford, CA	6	4.9
Duke University	Durham, NC	10	4.5
Northwestern University	Chicago, IL	9	4.5
Vanderbilt	Nashville, TN	15	4.3
Notre Dame	Notre Dame, IN	15	4.2
Rice	Houston, TX	17	4.2
Georgetown	Washington, DC	24	4.2
Washington University in St. Louis	St. Louis, MO	19	4.1
Emory	Atlanta, GA	21	4.1
USC	Los Angeles, CA	22	3.9
Wake Forest	Winston-Salem, NC	27	3.6
Tulane	New Orleans, LA	40	3.6
George Washington	Washington, DC	70	3.5
Syracuse	Syracuse, NY	54	3.4
Pepperdine	Malibu, CA	50	3.4
Villanova	Villanova, PA	46	3.4
SMU	Dallas, TX	64	3.3
Baylor	Waco, TX	79	3.2
American	Washington, DC	77	3.2
Santa Clara	Santa Clara, CA	54	3.1
TCU	Fort Worth, TX	97	2.9

Note. Aspirants highlighted in green. Peers highlighted in yellow.

It is concerning that university administrators around the country do not highly regard TCU's academic quality. However, it could be the case that their opinion has little to do with compensation. Faculty compensation and administrator ratings are, after all, separate components of the USNWR evaluation. However, the correlation between administrator rating and faculty compensation rank turns out to be exceedingly strong, $r = -.89$. The next page visualizes this relationship across all universities with USNWR national rankings.



Note. Of course, correlation does not indicate causation between two variables.

We also examined correlations between various compensation variables and USNWR rank. Correlation values quantify the association between two sets of numbers, and can range from +1 to -1. A correlation of +1 indicates a perfect positive association (as one number goes up, the other number goes up in lockstep), and likewise a correlation of -1 indicates a perfect inverse association (as one goes up, the other goes down). A correlation of zero indicates no association between the two numbers.

In order of strongest to weakest correlations with USNWR rank:

- Full professor salary: -.89
- Full professor total compensation: -.89
- Associate professor salary: -.87
- Assistant professor salary: -.86
- Assistant professor total compensation: -.84
- Associate professor total compensation: -.83
- Full professor benefits: -.74
- Assistant professor benefits: -.60
- Associate professor benefits: -.60

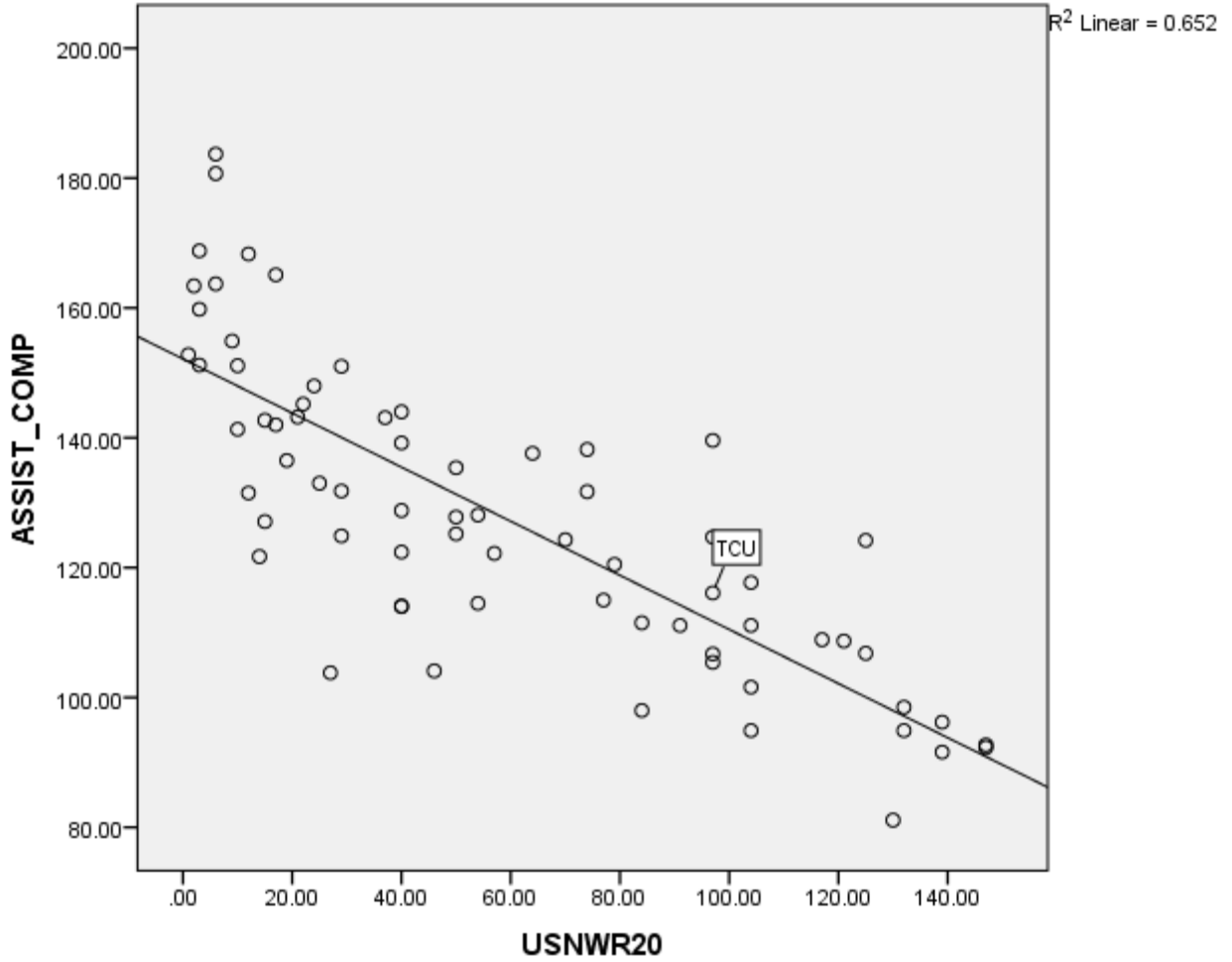
All of these correlations were statistically significant. (For those interested in statistical details: at $p < .05$, and given the ordinal nature of the USNWR variable, they are Spearman correlations.)

We also examined correlations between these variables and USNWR change from 2014 to 2020. The correlations were weaker, but still significant:

- Assistant professor total compensation: .40
- Associate professor total compensation: .37
- Assistant professor salary: .36
- Associate professor salary: .35
- Assistant professor benefits: .38
- Full professor benefits: .34
- Full professor total compensation: .34
- Associate professor benefits: .30
- Full professor salary: .30

Overall, then, faculty salaries exhibit a robust association with USNWR rank and, to a lesser but still meaningful extent, with changes in USNWR ranking. It appears that the compensation of full professors may be key to establishing a good rank, but compensation of assistant and associate professors may be key to moving up in rank.

See the scatterplot on the next page for an example of the association. The chart visualizes the association between assistant professor compensation (as the group most in view of the proposed benefits reduction) and USNWR rank.



As this scatterplot demonstrates, the association between assistant professor compensation and USNWR ranking is linear, and TCU falls right near the line of best fit.

Conclusions

The initial draft of this report was endorsed by the Faculty Relations Committee (FRC) of the TCU Faculty Senate as one set of evidence in our discussion regarding potential changes to benefits for new employees. In discussion of the report, FRC concluded:

- In comparison to the 2014 Task Force report, the current report tells a similar story regarding TCU’s faculty compensation. We remain a school with below average salaries and average benefits, resulting in total compensation packages that are not competitive with other nationally-ranked private universities.
- We therefore arrive at the same conclusion as the 2014 Task Force report: “The Task Force finds the evidence presented here inconsistent with the notion that TCU’s total compensation packages for faculty are too rich.”
- The 2013 TCU Faculty Senate resolution (reaffirmed in a separate resolution in 2018) indicated that “reductions to employee compensation, including benefits, should only be considered in the event of a severe budget crisis that clearly threatens TCU’s institutional health and well-being.” The administration has yet to present evidence that TCU faces such a threat. To the contrary, the Chancellor indicated to UCAC that TCU’s financial health is sound, and the data reported here from recent tax returns supports that claim.
 - If clear evidence exists that TCU faces such a threat currently or in the near future, we invite the administration or other parties to share that data so that it can be vetted and discussed through proper channels of shared governance, including UCAC, the TCU Faculty Senate, and the TCU Staff Assembly.
- That resolution also indicated “that, if such financial exigency occurs, employee compensation should only be considered for reduction as part of a larger campus-wide effort to reduce costs.” We are unaware of any such specific campus-wide efforts that are akin to the Chancellor’s urgent charge to UCAC (i.e., to figure out a way to reduce benefits as quickly as November 2019). To the contrary, the last five years have been marked by major expenditures and expansions.
- **We have strong concerns that reductions to total compensation packages for new employees, whether in the area of benefits or salaries, would harm TCU’s ability to recruit and retain the best faculty members.** This is especially of concern given the rising cost of living in Fort Worth. Reductions would also seem to harm our ability to attract a diverse workforce, which is an oft-repeated institutional goal.
- Of particular consternation to our committee, **the charge to reduce benefits to new employees seems in direct opposition to VIA goal #1 (to strengthen TCU’s academic profile and reputation) and VIA goal #4 (to strengthen the TCU workforce).** This seems like a set of mixed messages from the Board of Trustees. If these are indeed two of our top four strategic priorities, **resources should flow to these goals, not away from them.**

- We also have concern that **such a change would threaten our ability to achieve VIA goal #3 (to strength the TCU experience and campus culture)**. This move would create two classes of employees, potentially receiving quite different forms of compensation. This is foreign to the sense that we are one Horned Frog family, which has long characterized the ethos of our university.
- We are also uncomfortable with this discussion because it pits the interests of current faculty (and staff) against our future colleagues, and these future colleagues are not present at the table to have a voice in these discussions. Five years from now, we would not feel comfortable looking a new colleague in the eye and saying, “I voted to reduce your benefits in order to preserve mine.”
- The 2014 Task Force report included data on the compensation of head football coaches across the 17 private schools with Division 1 football. We have collected that data but have chosen not to report it here. However, suffice it to say that the situation has not changed from 2014, with our football coach still earning a very high salary in comparison to these institutions (<https://sports.usatoday.com/ncaa/salaries/>). We concur with the 2014 Task Force report:

With this comparison, the Task Force does not mean to begrudge Coach Patterson his salary. He is extraordinarily good at what he does . . . Rather, we simply point out that a football coach with the highest compensation among private universities and a faculty with total compensation below average at all ranks reveals the administration and board of trustees’ preference for athletic excellence over academic excellence, something that appears at odds with the University’s mission. This conclusion is further supported by TCU’s relatively low academic ranking among this comparison group.
- Finally, we reiterate our gratitude that the Board and the Chancellor have engaged UCAC in these discussions. Nevertheless, on a matter of this financial and cultural gravity, we do not think a vote from UCAC is sufficient to indicate the will of TCU employees. We also think the timeframe provided for this conversation is inadequate. Two months from the Chancellor’s charge in September to a decision by UCAC in November does not provide sufficient time to make a decision of this magnitude. We therefore call for additional time to hear the Board and administration’s data-based argument for a reduction in benefits for new hires and to consider our options using the university’s mechanisms of shared governance.

Appendix: Faculty Senate Resolutions on TCU Benefits

Resolution on TCU Employee Benefits
Adopted by the Faculty Senate
May 2, 2013

Whereas the TCU Faculty Senate recognizes the need of the Board of Trustees and senior administrators to practice fiscal responsibility, and that prudent oversight of such responsibility ensures the longevity, competitiveness, and well-being of the institution, and

Whereas the TCU Faculty Senate believes that robust benefits are a vital part of employee compensation and thus crucial in attracting top faculty and staff, fostering long-term employee commitment to the institution, and promoting its national and international reputation, and

Whereas the TCU Faculty Senate further believes that robust benefits are crucial in sustaining institutional momentum, maintaining faculty and staff morale, and preserving the Teacher/Scholar model that distinguishes TCU's excellence, and

Whereas the TCU Faculty Senate is proud to contribute to TCU's momentum, distinction, and excellence, and is fully committed to protecting the overall health of the university,

Therefore, be it resolved, that the TCU Faculty Senate recommends that employee compensation, including benefits, either be maintained at current levels, or increased when appropriate;

Be it also resolved, that reductions to employee compensation, including benefits, should only be considered in the event of a severe budget crisis that clearly threatens TCU's institutional health and well-being; that, if such financial exigency occurs, employee compensation should only be considered for reduction as part of a larger campus-wide effort to reduce costs; and that, if such budget cutbacks become necessary, all employees be grandfathered in at their current levels;

Finally, be it further resolved, that any reductions to faculty compensation, including benefits, be discussed in the Faculty Senate before any steps toward implementation are taken; that, as a means of declaring its position, the Faculty Senate take a formal vote on such reductions; and that designated representatives of the TCU Faculty Senate take part in Cabinet-level budget discussions when changes in employee compensation are discussed.

Resolution on Shared Governance Regarding Employee Benefits

(Passed by the TCU Faculty Senate in November 2018)

Resolution Summary: This resolution reaffirms the 2013 “Resolution on TCU Employee Benefits,” expresses concern that the Faculty Senate was not consulted regarding the recent reductions in benefits, respectfully asks for a meaningful dialogue to consider the restoration of the PPO90 plan and the domestic partner policy, and, in the spirit of shared governance, calls for the involvement of the Faculty Senate representatives in future decision-making discussions on benefits.

Whereas the TCU administration, faculty, and staff have strongly supported a campus culture of connection, collaboration, and cooperation; and

Whereas shared governance has been widely endorsed as a part of this campus culture; and

Whereas the TCU Faculty Senate’s “Resolution on TCU Employee Benefits,” adopted by the Senate on May 2, 2013, resolves that employee compensation and benefits should be maintained at current levels or increased, and reduced only in the case of a severe budget crisis that threatens TCU’s well-being; and

Whereas the 2013 resolution states that benefit reductions should occur only after the TCU Faculty Senate has had the opportunity to discuss and make a recommendation concerning proposed reductions and that “designated representatives of the TCU Faculty Senate take part in Cabinet-level discussions” when changes in compensation and benefits are discussed; and

Whereas the TCU administration has recently—and without consultation—reduced employee benefits by precluding employees from enrolling in the PPO90 health insurance option and ending access to benefits for domestic partners; and

Whereas these reductions in benefits are inconsistent with TCU’s Vision in Action Lead On strategic plan, which calls for strengthening the workforce and emphasizes the importance of diversity, equity, and inclusion,

Therefore, be it resolved that the TCU Faculty Senate (1) expresses its concern that the Faculty Senate was not consulted in the administrative recent decisions to reduce benefits, and therefore, (2) respectfully asks for a meaningful dialogue with the Chancellor, the Cabinet, and the Retirement and Benefit Plan Committee to consider the restoration of full access to the PPO90 plan and the domestic partner policy, and (3) calls for specific procedures to implement a greater level of shared governance by involving Faculty Senate representatives in all future administrative deliberations on benefits.