

Brief Summary / Abstract

1. Average TCU faculty salaries rank well below the median of the comparison list of **67** institutions*:

	Rank	Percentile
Full Professors:	46 th	31st
Associate Professors:	42 nd	37th
Assistant Professors:	47 th	30th

(data from tables 1a,1b, and 1c)

2. TCU contribution to faculty retirement currently ranks well above the median of the comparison list of **67** institutions. With the cut from 11.5% to 8% these rankings shift to well below median:

	Current rank (11.5% cont.)	Projected rank (8% cont.)	Percentile at 8%
Full Professors:	23 rd	48 th	28th
Associate Professors:	17 th	50 th	25th
Assistant Professors:	21 st	53 rd	21st

(data from tables 2a,2b, and 2c)

3. TCU ranking against **67** comparison institutions regarding average salary plus retirement contribution:

	Current rank (11.5% cont.)	Projected rank (8% cont.)	Percentile at 8%
Full Professors:	44 th	48 th	28th
Associate Professors:	41 st	43 rd	36th
Assistant Professors:	46 st	49 th	27th

(data from tables 3a,3b, and 3c)

4. The salary of officers at TCU is out of balance with that earned by faculty. The Chancellor's salary will serve as an example: The Chancellor earns:

13.76x	on average, as much as a Full Professor	(median of cohort is 5.36x as much)
18.53x	on average, as much as an Associate Professor	(median of cohort is 7.69x as much)
22.78x	on average, as much as an Assistant Professor	(median of cohort is 8.84x as much)

(data from IRS Form 990, 2017 and AAUP data on faculty salaries; see table 6d)

As reported on IRS Form 990 for 2017

5. 2.12% of TCU's total expenses are dedicated to the officers of the institution. This ranks TCU 5th of 67 in the comparison group. This is the **93rd percentile**. (see table 6a)
6. 48.1% of the TCU's total expenses are dedicated to non-officer compensation. This ranks TCU 64th of 67 in the comparison group. This is the **4th percentile**. (see table 5a)

* The schools in the comparison group are the 67 private institutions ranked in the top 150 by US News and World Report.

Addition to the report “Does TCU Offer Compensation that is Too Rich?: Analysis Across Nationally-Ranked Private Universities”
Draft: June 5, 2020

Bottom Line: The reduction in the retirement contribution further diminishes TCU’s lackluster compensation packages in comparison to other nationally-ranked private universities. In contrast, recent history indicates that TCU has spent lavishly on the compensation of executive and athletic officers, at levels exceeding almost all other comparison schools.

This report is in two parts: The first analyzes newly released AAUP salary data, and the second analyzes IRS Form 990 filings. Both parts compare TCU to 66 other nationally-ranked private universities.

Part 1 overview:

- TCU offers salaries that are below average, particularly for full and assistant professors.
- TCU’s retirement benefits were above the median, but the change drops them well below the median – below all but 2 of our 20 peer and aspirant schools.
- **Even without the retirement benefits reduction, TCU’s combined faculty compensation (salary + retirement benefits) was below average; the retirement benefits reduction exacerbates that.**
- These findings echo the findings of the Faculty Senate report issued in Fall 2019.

Part 2 overview:

- Regarding compensation of those who are not in executive leadership (i.e., typically faculty/staff):
 - In comparison to the other schools, TCU spends less of its budget on faculty wages and salaries.
 - It is also true that TCU spends more of its budget on retirement and other benefits, relative to the comparison schools.
 - Nevertheless, the greater money devoted to retirement and other benefits is not sufficient to offset the low wages and salaries. **TCU spends less of its budget on faculty/staff total compensation than do the comparison schools.**
- Analysis regarding the compensation of executive leadership reveals a different story:
 - **TCU devotes more of its budget to officer compensation than almost any other school.**
 - This includes TCU’s Chancellor, who earns the 4th highest salary among these schools, according to Chronicle of Higher Education data.
 - The Chancellor earns 13.76 times the average salary of a full professor, 18.53 times an associate professor, and 22.78 times an assistant professor.
 - Comparing officer to faculty/staff compensation more broadly, faculty/staff compensation is just 22.67 times officer compensation, which is a much more imbalanced ratio (in favor of officers) than nearly any other comparison school.
 - For every dollar paid to an officer, TCU contributes just \$1.60 to non-officer retirement, which is also an imbalanced ratio compared to other schools.

Taken together, these results suggest that the TCU Board of Trustees prefers to compensate university executive and athletic officers at rates far above market value, while also compensating non-officers at below market value.

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Introduction:

This addition appears in response to two events: (1) the release of the AAUP data on 2019-20 faculty compensation and (2) the decision by TCU's Board of Trustees to reduce the retirement contribution rate for all employees from 11.5% to 8.0%.

During the 2019-20 academic year, the TCU administration claimed that TCU's benefits package was "too rich to be sustainable." Analysis of available data, conducted by FRC and by the University Compensation Advisory Committee (UCAC), indicated to the contrary. This addition continues the analysis via examination of the 2019-20 AAUP faculty compensation data (Part 1) and IRS Form 990 data (Part 2), and we believe the data provides further evidence in support of the conclusions of the FRC report, particularly given TCU's future decreased retirement contribution rate. Moreover, it suggests that spends on executive compensation at levels above market value, and it raises the question whether such spending is sustainable.

The original report (available at https://andrewledbetter.files.wordpress.com/2019/11/tcu-faculty-relations-committee-compensation-analysis-11_13_19.pdf) was authored by the Faculty Relations Committee (FRC) of the TCU Faculty Senate, and endorsed both by that committee and the broader Senate. This addition has not yet been endorsed by either group, but we plan to introduce it for such endorsement as soon as possible. Therefore, please send all questions, comments, and corrections to Dr. Andrew Ledbetter, a.ledbetter@tcu.edu.

Although Dr. Ledbetter had a significant role in compiling this report, it was also shaped by the ideas, feedback, and support of other TCU faculty, some of whom have referred to themselves as "Concerned Members of the TCU Community" in an open letter to the TCU administration. As of this writing, nearly 38% of TCU's full-time faculty have signed this open letter (<https://docs.google.com/forms/d/e/1FAIpQLSdb3PxnFGW8B7Kxuhcx9XtFVkJQXhme12ndIrFa0X7ZSNv1ldg/viewform>). We offer this document as further evidence in support of that letter, and it is hoped that the TCU Faculty Senate will endorse this addition toward that end as they also endorsed the prior report.

Part 1: Analysis of AAUP Faculty Compensation Data

Analysis notes:

- All dollar amounts are averages expressed in thousands of dollars. For example, Table 1a reports average full professor salaries, and the first value is \$268.4 for Columbia University. That means that the average full professor at Columbia makes a salary of \$268,400 per year.
- The analysis used the same schools as those used in the FRC report: universities ranked in the top 150 by US News & World Report. 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 in the FRC 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 (i.e., Princeton, Harvard, MIT, Columbia, Yale, Pennsylvania, Stanford, Chicago, Northwestern, Duke, Johns Hopkins, Dartmouth, and Brown). 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. These procedures follow the FRC report.
- The FRC report included 70 schools, but one school (William & Mary) should not have been included in the prior report because it is a public university. Of the remaining 69 schools, three of these reported incomplete salary data to AAUP. Two of these have been omitted in this addition (California Institute of Technology and Illinois Institute of Technology). The third, Santa Clara University, was problematic to eliminate because it is one of the ten schools that the TCU Chancellor's Cabinet defines as one of our peers. Given the importance TCU has placed on that school, we included it by using its data from the 2018-19 AAUP faculty compensation survey (i.e., the most recent available AAUP faculty salary data for the school). We calculated its retirement contribution pay by using the 10.0% rate listed on Santa Clara's website (<https://www.scu.edu/hr/maintain-benefits-info/retirement/>). In other words, the analysis models no salary increases across any faculty ranks at Santa Clara. This would be unusual, as the overwhelming majority of schools do feature increases in average salaries year over year; so, the estimate for Santa Clara is a conservative one.
- This year, AAUP changed how it reports benefits. In reports for previous years, they reported a dollar amount which combined several sorts of benefits. This year, they reported retirement contributions as a percentage of faculty salary. On one hand, this is disadvantageous because it hinders direct comparison to earlier AAUP data (including the FRC report, which drew heavily on that data). On the other hand it is fortunate for our purposes, because the conversation at TCU has narrowed to focus primarily on the retirement contribution rate, and this new approach facilitates direct

examination of retirement contributions across universities. We have used that aspect of the report to model both the former 11.5% retirement plan and also the 8.0% retirement plan. In other words, the analysis indicates how TCU would have ranked in comparison to other schools during the previous academic year if our retirement contribution had been at the new, lower rate.

- The AAUP report lists TCU's retirement, as a percentage of salary, at 11.7%. This is slightly above the 11.5%, which was the official rate, but it is so close that it may be a rounding error. To account for this fairly when modeling the effect of the new 8.0% retirement contribution rate, we actually used 8.2% when calculating retirement contributions. Thus, it is possible that the estimate slightly overestimates the amount of money TCU employees would receive under the new rate.
- For each table, schools are sorted in descending order of pay.
- In the following tables, aspirant institutions are highlighted in **green**. TCU's ten self-defined aspirant institutions are Duke, Emory, Georgetown, Notre Dame, Northwestern, Rice, Stanford, USC, Vanderbilt, Washington (St. Louis). The ten self-defined peer institutions are highlighted in **orange**, and these are American, Baylor, George Washington, Pepperdine, Santa Clara, SMU, Syracuse, Tulane, Villanova, and Wake Forest. Universities that field Division I football appear in **bold** (Baylor, Boston College, Duke, Miami, Northwestern, Notre Dame, Rice, SMU, Stanford, Syracuse, TCU, Tulane, USC, Vanderbilt, Villanova, and Wake Forest).
- For tables that involve retirement pay contributions, TCU is listed twice: once for the actual 2019-20 rate of 11.5%, and again at the new reduced rate of 8.0%. Essentially, this demonstrates where TCU would have fallen on these lists if we had offered the lower rate with the same salaries.
- Median calculations only include TCU at the 11.5% rate, not the 8.0% rate. Medians for peer institutions include TCU.
- This analysis reports data on full, associate, and assistant professors. AAUP reports data on full-time instructors and lecturers, but we did not analyze this because the definition of such faculty may differ meaningfully between institutions; indeed, AAUP allows institutions to define those terms for themselves, so numbers across schools may lack comparability. Also, several institutions (e.g., Vanderbilt) did not report salary for instructors. Regarding part-time (i.e., adjunct) faculty, AAUP reports data for some institutions, but not for most of the schools examined here (including TCU). The omission of these faculty is not meant to minimize the crucial role they play at TCU and at many other universities. It is worth considering the observations of the AAUP in their "Annual Report on the Economic Status of the Profession, 2019–20":

The makeup of the academic labor force changed dramatically in the years leading up to the Great Recession. The proportion of part- and full-time faculty members on contingent appointments increased from 43 percent in 1975 to 68 percent in 2008, the start of the recession (see figure 6). During the Great Recession and in subsequent years, as enrollment grew, most

colleges and universities hired more faculty members on contingent appointments, and when enrollment declined, they eliminated these positions. This was especially the case with baccalaureate and associate's colleges; these institutions filled the increased demand almost exclusively with part-time contingent faculty members (see figure 7). In the case of doctoral institutions, the continued increase in enrollment over the past few years has similarly corresponded with greater proportions of contingent faculty appointments; from 2009 to 2019, the proportion of tenured or tenure-track faculty members in doctoral institutions decreased from 51 to 45 percent, and now more than half of faculty members in doctoral institutions are serving in either full-time (20.5 percent) or part-time (34.5 percent) contingent positions. In 2018–19, more than 70 percent of the faculty at master's institutions were serving in either part-time (54.9 percent) or full-time (15.5 percent) contingent positions.

(https://www.aaup.org/sites/default/files/2019-20_ARES.pdf, pp. 10-12)

- The source of the data is freely available from the AAUP at <https://www.aaup.org/report/annual-report-economic-status-profession-2019-20>.

Table 1a
Comparison of Full Professor Average Salaries (in thousands of dollars) at USNWR Private Universities Ranked in Top 150 National Universities

	School	2019-20 Salary
1	Columbia	\$268.4
2	Stanford	\$261.9
3	Princeton	\$255.9
4	Harvard	\$253.9
5	Chicago	\$246.1
6	Yale	\$242.2
7	MIT	\$240.4
8	Pennsylvania	\$237.3
9	Duke	\$221.5
10	NYU	\$221.0
11	Northwestern	\$217.2
12	Dartmouth	\$216.3
13	Washington (STL)	\$212.5
14	Georgetown	\$211.4
15	Vanderbilt	\$208.6
16	Rice	\$203.1
17	Johns Hopkins	\$200.6
18	Boston University	\$197.7
19	Brown	\$192.4
20	Boston College	\$190.9
21	Notre Dame	\$190.7
22	USC	\$189.5
23	Cornell	\$188.2
24	George Washington	\$187.6
25	Stevens Tech	\$187.0
26	Emory	\$186.6
27	Northeastern	\$178.2
28	American	\$174.5
29	Fordham	\$174.3
30	SMU	\$173.9
31	Rochester	\$173.6
32	Carnegie Mellon	\$171.6
33	Miami	\$170.6
34	Yeshiva	\$169.7
35	San Francisco	\$166.3
36	Lehigh	\$164.4
37	Rensselaer	\$164.2
38	Tufts	\$162.2
39	Brandeis	\$161.8

	School	2019-20 Salary
40	Santa Clara ¹	\$161.5
41	Wake Forest	\$158.3
42	Drexel	\$158.2
43	Tulane	\$158.0
44	Chapman	\$155.7
45	Loyola Chicago	\$154.0
46	TCU	\$153.1
47	Case Western Reserve	\$151.7
48	Baylor	\$146.1
49	Pepperdine	\$145.9
50	Denver	\$145.8
51	Villanova	\$145.4
52	San Diego	\$143.2
53	Syracuse	\$137.8
54	DePaul	\$134.5
55	Rochester Tech	\$132.9
56	Marquette	\$125.4
57	Creighton	\$122.3
58	Dayton	\$121.8
59	St. Thomas	\$121.7
60	Howard	\$120.6
61	Catholic U of America	\$119.6
62	Tulsa	\$117.1
63	Elon	\$115.2
64	Duquesne	\$112.1
65	Samford	\$107.2
66	Drake	\$102.3
67	St. Joseph	\$98.6
Median		\$168.0
TCU minus median		-\$14.9
Median (peer institutions):		\$158.0
TCU minus median		-\$4.9
Median (without top USNWR):		\$159.9
TCU minus median		-\$6.8

¹Santa Clara uses 2018-19 data.

Table 1b
Comparison of Associate Professor Average Salaries (in thousands of dollars) at USNWR
Private Universities Ranked in Top 150 National Universities

	School	2019-20 Salary
1	Columbia	\$175.6
2	Stanford	\$167.7
3	MIT	\$162.7
4	Princeton	\$154.1
5	Harvard	\$150.8
6	Pennsylvania	\$145.6
7	Duke	\$144.8
8	Northwestern	\$140.6
9	Georgetown	\$139.6
10	Dartmouth	\$137.0
11	Johns Hopkins	\$141.1
12	Yale	\$145.7
13	Chicago	\$136.3
14	Boston University	\$135.1
15	Cornell	\$133.2
16	NYU	\$131.4
17	Northeastern	\$111.6
18	Brown	\$126.6
19	Notre Dame	\$125.4
20	Washington (STL)	\$128.4
21	Rice	\$129.2
22	Emory	\$125.2
23	Vanderbilt	\$124.2
24	Fordham	\$122.2
25	Boston College	\$122.9
26	San Francisco	\$125.2
27	George Washington	\$119.0
28	Stevens Tech	\$134.3
29	Pepperdine	\$120.9
30	USC	\$117.9
31	Carnegie Mellon	\$118.3
32	Rochester	\$118.0
33	Drexel	\$118.8
34	Santa Clara*	\$118.4
35	Miami	\$118.2
36	Brandeis	\$114.8
37	Tufts	\$114.0
38	Rensselaer	\$115.3
39	SMU	\$114.7

	School	2019-20 Salary
40	American	\$110.8
41	Lehigh	\$112.5
42	TCU	\$109.2
43	Denver	\$107.5
44	Villanova	\$104.8
45	Chapman	\$107.3
46	Wake Forest	\$106.0
47	Loyola Chicago	\$105.2
48	Case Western Reserve	\$103.5
49	Yeshiva	\$110.4
50	Baylor	\$104.2
51	Syracuse	\$102.1
52	San Diego	\$102.5
53	DePaul	\$99.7
54	Rochester Tech	\$98.9
55	Tulane	\$98.8
56	Marquette	\$97.0
57	Creighton	\$95.3
58	Duquesne	\$89.0
59	Howard	\$90.3
60	Dayton	\$90.0
61	St. Thomas	\$94.6
62	Tulsa	\$84.8
63	Catholic U of America	\$86.9
64	Elon	\$85.9
65	Drake	\$81.2
66	St. Joseph	\$81.2
67	Samford	\$79.7
Median		\$117.9
TCU minus median		-\$8.7
Median (peer institutions):		\$109.2
TCU minus median		\$0.0
Median (without top USNWR):		\$111.2
TCU minus median		-\$2.0

¹Santa Clara uses 2018-19 data.

Table 1c
Comparison of Assistant Professor Average Salaries (in thousands of dollars) at USNWR
Private Universities Ranked in Top 150 National Universities

	School	2019-20 Salary
1	Stanford	\$138.8
2	MIT	\$138.8
3	Harvard	\$138.6
4	Pennsylvania	\$136.5
5	Columbia	\$135.7
6	Chicago	\$135.3
7	Duke	\$123.5
8	Stevens Tech	\$122.6
9	Princeton	\$122.4
10	Cornell	\$121.9
11	Yale	\$120.3
12	Northwestern	\$119.0
13	Yeshiva	\$117.8
14	Georgetown	\$117.4
15	Tulane	\$117.3
16	Rice	\$116.8
17	Washington (STL)	\$116.0
18	Johns Hopkins	\$115.0
19	Boston College	\$114.6
20	NYU	\$114.0
21	SMU	\$113.7
22	Dartmouth	\$113.3
23	Notre Dame	\$113.1
24	Emory	\$112.3
25	Boston University	\$110.7
26	Rochester	\$110.6
27	Vanderbilt	\$109.0
28	Rensselaer	\$108.9
29	Fordham	\$108.5
30	Carnegie Mellon	\$107.8
31	San Francisco	\$106.7
32	USC	\$103.2
33	Lehigh	\$102.8
34	George Washington	\$102.6
35	Brown	\$102.1
36	Miami	\$101.0
37	Case Western Reserve	\$98.4
38	Drexel	\$98.0
39	Tufts	\$97.5

	School	2019-20 Salary
40	Northeastern	\$97.0
41	Baylor	\$95.7
42	Santa Clara*	\$95.6
43	Brandeis	\$95.3
44	Pepperdine	\$94.8
45	Chapman	\$94.7
46	American	\$93.6
47	TCU	\$92.1
48	Loyola Chicago	\$92.1
49	DePaul	\$90.2
50	Marquette	\$88.8
51	Denver	\$87.7
52	Rochester Tech	\$87.4
53	San Diego	\$86.8
54	Wake Forest	\$85.8
55	Villanova	\$85.0
56	Dayton	\$83.8
57	Syracuse	\$82.6
58	Tulsa	\$82.1
59	Howard	\$82.1
60	St. Thomas	\$81.7
61	Elon	\$77.6
62	Creighton	\$76.6
63	Duquesne	\$75.9
64	Catholic U of America	\$74.1
66	St. Joseph	\$72.6
65	Samford	\$69.8
67	Drake	\$68.7
Median		\$102.7
TCU minus median		-\$10.6
Median (peer institutions):		\$94.8
TCU minus median		-\$2.7
Median (without top USNWR):		\$97.0
TCU minus median		-\$4.9

¹Santa Clara uses 2018-19 data.

Summary with regard to salaries: TCU's salaries lag behind these schools. Among our peers, although associate professors are right at the median, full and assistant professors earn lower salaries; when the comparison is expanded to the broader set of nationally-ranked private universities, TCU offers less competitive salaries across all ranks. This conclusion is identical to that in the FRC report on the 2018-19 salary data.

Now, on the next pages, we will examine retirement benefits across ranks at these schools. These tables include both TCU at the 11.5% rate (the actual rate for the previous year) and the new, future 8.0% rate.

Table 2a
Comparison of Full Professor Average Retirement Contribution Pay (in thousands of dollars)
at USNWR Private Universities Ranked in Top 150 National Universities

	School	2019-20 Retirement
1	Harvard	\$28.2
2	MIT	\$27.6
3	Yale	\$26.2
4	Columbia	\$25.2
5	Stanford	\$24.4
6	Princeton	\$23.7
7	Johns Hopkins	\$23.1
8	Northwestern	\$22.8
9	Georgetown	\$22.2
10	Pennsylvania	\$22.1
11	NYU	\$21.7
12	Washington (STL)	\$21.7
13	Boston University	\$20.8
14	Notre Dame	\$20.2
15	San Francisco	\$20.0
16	Cornell	\$19.6
17	Rice	\$19.3
18	USC	\$18.8
19	Chicago	\$18.7
20	Northeastern	\$18.7
21	Dartmouth	\$18.6
22	Boston College	\$18.1
23	TCU – 11.5%	\$17.9
24	George Washington	\$17.8
25	American	\$17.5
26	Fordham	\$17.3
27	San Diego	\$17.2
28	SMU	\$16.9
29	Duke	\$16.8
30	Carnegie Mellon	\$16.5
31	Brandeis	\$16.5
32	Santa Clara*	\$16.2
33	Lehigh	\$16.1
34	Tulane	\$15.5
35	Tufts	\$15.2
36	Baylor	\$15.2
37	Drexel	\$15.2
38	Case Western Reserve	\$15.0
39	Emory	\$14.9

	School	2019-20 Retirement
40	Syracuse	\$14.9
41	Wake Forest	\$14.9
42	Rensselaer	\$14.4
43	Loyola Chicago	\$14.2
44	Stevens Tech	\$14.2
45	Pepperdine	\$14.2
46	Miami	\$13.6
47	Rochester	\$13.4
(48)	TCU – 8.0%	\$12.6
48	Brown	\$12.5
49	Denver	\$12.4
50	Chapman	\$12.1
51	Villanova	\$11.8
52	Rochester Tech	\$11.6
53	St. Thomas	\$11.4
54	DePaul	\$11.3
55	Marquette	\$11.0
56	Samford	\$11.0
57	St. Joseph	\$11.0
58	Catholic U of America	\$10.9
59	Tulsa	\$10.5
60	Vanderbilt	\$10.0
61	Elon	\$9.2
62	Duquesne	\$9.1
63	Howard	\$9.0
64	Creighton	\$8.9
65	Drake	\$8.6
66	Dayton	\$8.0
67	Yeshiva	\$7.3
Median		\$15.5
TCU (11.5%) minus median		\$2.4
TCU (8.0%) minus median		-\$2.9
Median (peer institutions):		\$15.5
TCU (11.5%) minus median		\$2.4
TCU (8.0%) minus median		-\$2.9
Median (without top USNWR):		\$14.9
TCU (11.5%) minus median		\$3.0
TCU (8.0%) minus median		-\$2.3

¹Santa Clara uses 2018-19 data.

Table 2b
Comparison of Associate Professor Average Retirement Contribution Pay (in thousands of dollars) at USNWR Private Universities Ranked in Top 150 National Universities

	School	2019 Retirement
1	MIT	\$18.7
2	Harvard	\$16.7
3	Columbia	\$16.5
4	Johns Hopkins	\$16.2
5	Yale	\$15.7
6	Stanford	\$15.6
7	San Francisco	\$15.0
8	Northwestern	\$14.8
9	Georgetown	\$14.7
10	Princeton	\$14.3
11	Boston University	\$14.2
12	Cornell	\$13.9
13	Pennsylvania	\$13.5
14	Notre Dame	\$13.3
15	Washington (STL)	\$13.1
16	NYU	\$12.9
17	TCU – 11.5%	\$12.8
18	Rice	\$12.3
19	San Diego	\$12.3
20	Fordham	\$12.1
21	Dartmouth	\$11.8
22	Santa Clara ¹	\$11.8
23	Boston College	\$11.7
24	Brandeis	\$11.7
25	Northeastern	\$11.7
26	Pepperdine	\$11.7
27	USC	\$11.7
28	Carnegie Mellon	\$11.4
29	Drexel	\$11.4
30	George Washington	\$11.3
31	American	\$11.1
32	SMU	\$11.1
33	Duke	\$11.0
34	Lehigh	\$11.0
35	Syracuse	\$11.0
36	Baylor	\$10.8
37	Tufts	\$10.7
38	Chicago	\$10.4
39	Case Western Reserve	\$10.2

	School	2019 Retirement
40	Stevens Tech	\$10.2
41	Rensselaer	\$10.1
42	Emory	\$10.0
43	Wake Forest	\$10.0
44	Loyola Chicago	\$9.7
45	Tulane	\$9.7
46	Miami	\$9.5
47	Denver	\$9.1
48	Rochester	\$9.1
49	St. Joseph	\$9.1
(50)	TCU – 8.0%	\$9.0
50	St. Thomas	\$8.9
51	Rochester Tech	\$8.6
52	Marquette	\$8.5
53	Villanova	\$8.5
54	Chapman	\$8.4
55	DePaul	\$8.4
56	Brown	\$8.2
57	Samford	\$8.2
58	Catholic U of America	\$7.9
59	Tulsa	\$7.6
60	Duquesne	\$7.2
61	Creighton	\$7.0
62	Elon	\$6.9
63	Drake	\$6.8
64	Howard	\$6.8
65	Vanderbilt	\$6.0
66	Dayton	\$5.9
67	Yeshiva	\$4.7
Median		\$11.0
TCU (11.5%) minus median		\$1.8
TCU (8.0%) minus median		-\$2.0
Median (peer institutions):		\$11.1
TCU (11.5%) minus median		\$1.7
TCU (8.0%) minus median		-\$2.1
Median (without top USNWR):		\$10.2
TCU (11.5%) minus median		\$2.6
TCU (8.0%) minus median		-\$1.2

¹Santa Clara uses 2018-19 data.

Table 2c

Comparison of Assistant Professor Average Retirement Contribution Pay (in thousands of dollars) at USNWR Private Universities Ranked in Top 150 National Universities

	School	2019 Retirement
1	MIT	\$16.0
2	Harvard	\$15.4
3	Johns Hopkins	\$13.2
4	Yale	\$13.0
5	Stanford	\$12.9
6	Columbia	\$12.8
7	San Francisco	\$12.8
8	Cornell	\$12.7
9	Pennsylvania	\$12.7
10	Northwestern	\$12.5
11	Georgetown	\$12.3
12	Notre Dame	\$12.0
13	Washington (STL)	\$11.8
14	Boston University	\$11.6
15	Tulane	\$11.5
16	Princeton	\$11.4
17	NYU	\$11.2
18	Rice	\$11.1
19	SMU	\$11.0
20	Boston College	\$10.9
21	TCU – 11.5%	\$10.8
22	Fordham	\$10.7
23	San Diego	\$10.4
24	Carnegie Mellon	\$10.3
25	Chicago	\$10.3
26	Northeastern	\$10.2
27	USC	\$10.2
28	Lehigh	\$10.1
29	Baylor	\$10.0
30	Brandeis	\$9.7
31	Case Western Reserve	\$9.7
32	Dartmouth	\$9.7
33	George Washington	\$9.7
34	Santa Clara ¹	\$9.6
35	Rensselaer	\$9.6
36	American	\$9.4
37	Drexel	\$9.4
38	Duke	\$9.4
39	Stevens Tech	\$9.3

	School	2019 Retirement
40	Pepperdine	\$9.2
41	Tufts	\$9.2
42	Emory	\$9.0
43	Syracuse	\$8.9
44	Loyola Chicago	\$8.5
45	Rochester	\$8.5
46	Miami	\$8.1
47	Wake Forest	\$8.1
48	St. Joseph	\$8.1
49	Marquette	\$7.8
50	St. Thomas	\$7.7
51	DePaul	\$7.6
52	Rochester Tech	\$7.6
(53)	TCU – 8.0%	\$7.6
53	Denver	\$7.5
54	Chapman	\$7.4
55	Tulsa	\$7.4
56	Samford	\$7.2
57	Villanova	\$6.9
58	Catholic U of America	\$6.7
59	Brown	\$6.6
60	Elon	\$6.2
61	Howard	\$6.2
62	Duquesne	\$6.1
63	Drake	\$5.8
64	Creighton	\$5.6
65	Dayton	\$5.5
66	Vanderbilt	\$5.2
67	Yeshiva	\$5.1
Median		\$9.6
TCU (11.5%) minus median		\$1.2
TCU (8.0%) minus median		-\$2.0
Median (peer institutions):		\$9.6
TCU (11.5%) minus median		\$1.2
TCU (8.0%) minus median		-\$2.0
Median (without top USNWR):		\$9.3
TCU (11.5%) minus median		\$1.5
TCU (8.0%) minus median		-\$1.7

¹Santa Clara uses 2018-19 data.

Summary with regard to benefits: These tables demonstrate the strong and likely effect of the TCU Board of Trustees' change to the retirement contribution rate. Before, we could say that despite TCU's below-average salaries, TCU offered a benefits package that was above the median of our peers and the general set of nationally-ranked private universities. At the 8.0% rate, we can say that no longer. To the contrary, across all ranks, TCU professors will earn considerably less retirement savings than professors at other nationally-ranked private universities, whether the comparison group is our self-defined peers or the broader set of schools.

Starting on the next page, we will examine the combined pay (salary + retirement pay) across these schools. Note that these totals are for salary and retirement only; they do not account for other benefits such as medical, tuition, and so forth. As with the prior tables, we model both the 11.5% and 8.0% retirement contribution rates.

Table 3a
Comparison of Full Professor Combined Pay (Salary + Retirement, in thousands of dollars) at
USNWR Private Universities Ranked in Top 150 National Universities

	School	2019-20 Combined
1	Columbia	\$293.6
2	Stanford	\$286.3
3	Harvard	\$282.1
4	Princeton	\$278.7
5	Yale	\$268.4
6	MIT	\$268.0
7	Chicago	\$264.8
8	Pennsylvania	\$259.4
9	NYU	\$242.7
10	Northwestern	\$240.0
11	Duke	\$238.3
12	Dartmouth	\$234.9
13	Washington (STL)	\$234.2
14	Georgetown	\$233.6
15	Johns Hopkins	\$223.7
16	Rice	\$222.4
17	Vanderbilt	\$218.6
18	Boston University	\$218.5
19	Notre Dame	\$210.9
20	Boston College	\$209.0
21	USC	\$208.3
22	Cornell	\$207.8
23	George Washington	\$205.4
24	Brown	\$204.9
25	Emory	\$201.5
26	Stevens Tech	\$201.2
27	Northeastern	\$196.9
28	American	\$192.0
29	Fordham	\$191.6
30	SMU	\$190.8
31	Carnegie Mellon	\$188.1
32	Rochester	\$187.0
33	San Francisco	\$186.3
34	Miami	\$184.2
35	Lehigh	\$180.5
36	Rensselaer	\$178.6
37	Brandeis	\$178.3
38	Santa Clara ¹	\$177.7
39	Tufts	\$177.4

	School	2019-20 Combined
40	Yeshiva	\$177.0
41	Tulane	\$173.5
42	Drexel	\$173.4
43	Wake Forest	\$173.2
44	TCU – 11.5%	\$171.0
45	Loyola Chicago	\$168.2
46	Chapman	\$167.8
47	Case Western Reserve	\$166.7
(48)	TCU – 8.0%	\$165.7
48	Baylor	\$161.3
49	San Diego	\$160.4
50	Pepperdine	\$160.1
51	Denver	\$158.2
52	Villanova	\$157.2
53	Syracuse	\$152.7
54	DePaul	\$145.8
55	Rochester Tech	\$144.5
56	Marquette	\$136.4
57	St. Thomas	\$133.1
58	Creighton	\$131.2
59	Catholic U of America	\$130.5
60	Dayton	\$129.8
61	Howard	\$129.6
62	Tulsa	\$127.6
63	Elon	\$124.4
64	Duquesne	\$121.2
65	Samford	\$118.2
66	Drake	\$110.9
67	St. Joseph	\$109.6
Median		\$184.2
TCU (11.5%) minus median		-\$13.2
TCU (8.0%) minus median		-\$18.5
Median (peer institutions):		\$173.2
TCU (11.5%) minus median		-\$2.2
TCU (8.0%) minus median		-\$7.5
Median (without top USNWR):		\$175.3
TCU minus median (11.5%)		-\$4.3
TCU minus median (8.0%)		-\$9.6

¹Santa Clara uses 2018-19 data.

Table 3b

Comparison of Associate Professor Combined Pay (Salary + Retirement, in thousands of dollars) at USNWR Private Universities Ranked in Top 150 National Universities

	School	2019-20 Combined
1	Columbia	\$192.1
2	Stanford	\$183.3
3	MIT	\$181.4
4	Princeton	\$168.4
5	Harvard	\$167.5
6	Yale	\$161.4
7	Pennsylvania	\$159.1
8	Johns Hopkins	\$157.3
9	Duke	\$155.8
10	Northwestern	\$155.4
11	Georgetown	\$154.3
12	Boston University	\$149.3
13	Dartmouth	\$148.8
14	Cornell	\$147.1
15	Chicago	\$146.7
16	Stevens Tech	\$144.5
17	NYU	\$144.3
18	Rice	\$141.5
19	Washington (STL)	\$141.5
20	San Francisco	\$140.2
21	Notre Dame	\$138.7
22	Emory	\$135.2
23	Brown	\$134.8
24	Boston College	\$134.6
25	Fordham	\$134.3
26	Pepperdine	\$132.6
27	George Washington	\$130.3
28	Drexel	\$130.2
29	Santa Clara¹	\$130.2
30	Vanderbilt	\$130.2
31	Carnegie Mellon	\$129.7
32	USC	\$129.6
33	Miami	\$127.7
34	Rochester	\$127.1
35	Brandeis	\$126.5
36	SMU	\$125.8
37	Rensselaer	\$125.4
38	Tufts	\$124.7
39	Lehigh	\$123.5

	School	2019-20 Combined
40	Northeastern	\$123.3
41	TCU – 11.5%	\$122.0
42	American	\$121.9
(43)	TCU – 8.0%	\$118.2
43	Denver	\$116.6
44	Wake Forest	\$116.0
45	Chapman	\$115.7
46	Yeshiva	\$115.1
47	Baylor	\$115.0
48	Loyola Chicago	\$114.9
49	San Diego	\$114.8
50	Case Western Reserve	\$113.7
51	Villanova	\$113.3
52	Syracuse	\$113.1
53	Tulane	\$108.5
54	DePaul	\$108.1
55	Rochester Tech	\$107.5
56	Marquette	\$105.5
57	St. Thomas	\$103.5
58	Creighton	\$102.3
59	Howard	\$97.1
60	Duquesne	\$96.2
61	Dayton	\$95.9
62	Catholic U of America	\$94.8
63	Elon	\$92.8
64	Tulsa	\$92.4
65	St. Joseph	\$90.3
66	Drake	\$88.0
67	Samford	\$87.9
Median		\$127.1
TCU (11.5%) minus median		-\$5.1
TCU (8.0%) minus median		-\$8.9
Median (peer institutions):		\$121.9
TCU (11.5%) minus median		\$0.1
TCU (8.0%) minus median		-\$3.7
Median (without top USNWR):		\$122.7
TCU (11.5%) minus median		-\$0.7
TCU (8.0%) minus median		-\$4.5

¹Santa Clara uses 2018-19 data.

Table 3c
Comparison of Assistant Professor Combined Pay (Salary + Retirement, in thousands of dollars) at USNWR Private Universities Ranked in Top 150 National Universities

	School	2019-20 Combined
1	MIT	\$154.8
2	Harvard	\$154.0
3	Stanford	\$151.7
4	Pennsylvania	\$149.2
5	Columbia	\$148.5
6	Chicago	\$145.6
7	Cornell	\$134.6
8	Princeton	\$133.8
9	Yale	\$133.3
10	Duke	\$132.9
11	Stevens Tech	\$131.9
12	Northwestern	\$131.5
13	Georgetown	\$129.7
14	Tulane	\$128.8
15	Johns Hopkins	\$128.2
16	Rice	\$127.9
17	Washington (STL)	\$127.8
18	Boston College	\$125.5
19	NYU	\$125.2
20	Notre Dame	\$125.1
21	SMU	\$124.7
22	Dartmouth	\$123.0
23	Yeshiva	\$122.9
24	Boston University	\$122.3
25	Emory	\$121.3
26	San Francisco	\$119.5
27	Fordham	\$119.2
28	Rochester	\$119.1
29	Rensselaer	\$118.5
30	Carnegie Mellon	\$118.1
31	Vanderbilt	\$114.2
32	USC	\$113.4
33	Lehigh	\$112.9
34	George Washington	\$112.3
35	Miami	\$109.1
36	Brown	\$108.7
37	Case Western Reserve	\$108.1
38	Drexel	\$107.4

	School	2019-20 Combined
39	Northeastern	\$107.2
40	Tufts	\$106.7
41	Baylor	\$105.7
42	Santa Clara University ¹	\$105.2
43	Brandeis	\$105.0
44	Pepperdine	\$104.0
45	American	\$103.0
46	TCU – 11.5%	\$102.9
47	Chapman	\$102.1
48	Loyola Chicago	\$100.6
(49)	TCU – 8.0%	\$99.7
49	DePaul	\$97.8
50	San Diego	\$97.2
51	Marquette	\$96.6
52	Denver	\$95.2
53	Rochester Tech	\$95.0
54	Wake Forest	\$93.9
55	Villanova	\$91.9
56	Syracuse	\$91.5
57	Tulsa	\$89.5
58	Dayton	\$89.3
59	St. Thomas	\$89.3
60	Howard	\$88.3
61	Elon	\$83.8
62	Creighton	\$82.2
63	Duquesne	\$82.0
64	Catholic U of America	\$80.8
65	St. Joseph	\$80.7
66	Samford	\$77.0
67	Drake	\$74.5
Median		\$112.3
TCU (11.5%) minus median		-\$9.4
TCU (8.0%) minus median		-\$12.6
Median (peer institutions):		\$104.0
TCU (11.5%) minus median		-\$1.1
TCU (8.0%) minus median		-\$4.3
Median (without top USNWR):		\$106.2
TCU (11.5%) minus median		-\$3.3
TCU (8.0%) minus median		-\$6.5

¹Santa Clara uses 2018-19 data.

Summary with regard to combined pay: Among our peers, TCU associate professors have combined pay near the median. In contrast, full and assistant professors earn salaries below the mean of our peers, even without the reduction in the retirement contribution rate; of course, with that reduction, TCU's assistant and full professors move even further below the median (and associate professors move below the median, too). Specifically, if the new retirement contribution rate had been in effect in 2019-20, TCU's full professors would have earned \$7,500 less than the median, associate professors would earn \$3,700 less than the median, and assistant professors would earn \$4,300 less than the median. That latter value is particularly disturbing, as recruitment and retention are particularly important at the assistant professor rank. And those dollar amounts are in comparison to our peers; when comparing to the broader set of nationally-ranked private universities, TCU already offers notably lower compensation, and the reduced retirement contribution rate seems to decrease it even more.

Historically, then, the available data (both in this and the FRC report) suggests that TCU's compensation philosophy has minimized salary, but adjusted for this to some extent with above average (but not extravagant) benefits. Another viable compensation philosophy would be to offer reduced benefits but greater salaries. The Chancellor has often pointed to Vanderbilt as an example of a university that recently reduced its benefits, and he is right about that – Vanderbilt offers weak benefits in comparison to other schools. But, their salaries are strong. Using full professors as an example, Vanderbilt offers

- Retirement benefits at the 10th percentile (Table 2a),
- But also offers salary at the 78th percentile (Table 1a),
- Resulting in combined pay at the 75th percentile (Table 3a).

The Chancellor has emphasized Vanderbilt's retirement benefits in his argument, but not other aspects of Vanderbilt's compensation. If TCU were to raise its salaries while also decreasing benefits, that could result in an attractive compensation package, but so far no evidence suggests TCU plans to do this. To the contrary, the Chancellor indicated at the Fall 2019 Town Hall that TCU faculty should not expect salary raises to continue at their historic rate (which has been approximately 3.0% per year).

* * *

Now, having looked at the new AAUP faculty salary survey data, we will turn our attention to a separate data source: IRS Form 990 filings. The federal government makes these available so that non-profit institutions may conduct their operations with transparency and accountability to the American public. Included in these filings are several numbers regarding compensation, including (a) total compensation paid to officers, and for non-officers (i.e., in the case of TCU, generally faculty and staff) the (b) wages and salaries, (c) retirement contributions, and (d) other benefits (e.g., medical, tuition). We examine these data to provide another avenue for considering whether TCU offers compensation that is too rich.

Part 2: Analysis of IRS Form 990 Data

Analysis notes:

- **Although IRS Form 990 filings are a rich data source, their greatest weakness is that the most recently available filings are about two years old.** Thus, they provide a *recent historical* picture of a non-profit organization; *they do not provide a current picture of that organization's finances*. In this report, we used the filings for the tax year ending on May 31, 2017.
- All dollar amounts are expressed in raw dollars. Percentages are rounded to either one or two decimal places, as needed for clarity.
- Part 2 of the report uses the same comparison schools as did Part 1.
- IRS Form 990 data is available publicly from <https://projects.propublica.org/> (e.g., TCU's Form 990 information is available at <https://projects.propublica.org/nonprofits/organizations/750827465>). The Form 990 data was scraped from Amazon S3 (<https://docs.opendata.aws/irs-990/readme.html>) using the R statistical programming environment. All Form 990 data is from the 2017 reporting year.
- The chief IRS Form 990 sections of interest are:
 - **Total expenses (Part 1.19):** This reports the money spent by the university during the year.
 - **Grants and similar amounts paid (Part 1.13):** For universities, this chiefly (if not exclusively) reflects scholarship money / tuition discounting, and this amount was subtracted from the total expenses amount for all calculations involving total expenses.
 - **Salaries, compensation, employee benefits (Part 1.15):** This reports all money that the university spent on compensation during the year.
 - **Compensation of current officers, directors, trustees, and key employees (Part IX.5):** This reports compensation to those in leadership roles and those who are highly compensated; see more detail on this, including who these people are at TCU, below.
 - **Other salaries and wages (Part IX.7):** This is salary and wage information for all employees who would not be included as officers in Part IX.5. At TCU, this would be everyone except highly senior leadership (i.e., faculty and staff).
 - **Pension plan accruals and contributions (Part IX.8):** These are our retirement 403(b) employer contributions. This only includes contributions for non-officers (i.e., it does not include retirement contributions for anyone included in Part IX.5).
 - **Other employee benefits (Part IX.9):** This is payment of all other benefits, which at TCU are chiefly medical and tuition. As with Part IX.8, it only includes non-officer benefits, not benefits used by those included in Part IX.5.

- Data on university president salaries were obtained from the Chronicle of Higher Education's university president compensation database (https://www.chronicle.com/interactives/executive-compensation#id=table_private_2017).
- As in Part 1, in the following tables, aspirant institutions are highlighted in **green**. TCU's ten self-defined aspirate institutions are Duke, Emory, Georgetown, Notre Dame, Northwestern, Rice, Stanford, USC, Vanderbilt, Washington (St. Louis). The ten self-defined peer institutions are highlighted in **orange**, and these are American, Baylor, George Washington, Pepperdine, Santa Clara, SMU, Syracuse, Tulane, Villanova, and Wake Forest. Universities that field Division I football appear in **bold** (Baylor, Boston College, Duke, Miami, Northwestern, Notre Dame, Rice, SMU, Stanford, Syracuse, TCU, Tulane, USC, Vanderbilt, Villanova, and Wake Forest)

Table 4a
Comparison of Non-Officer Wages & Salaries, as a Percentage of Total Expenses at USNWR
Private Universities Ranked in Top 150 National Universities

	School	Non-officer wages & salaries	Expenses (less grants)	Wages & sal., as a % of expenses less grants
1	Rochester Tech	\$284,990,687	\$466,012,489	61.2%
2	Columbia	\$2,382,915,096	\$4,314,024,145	55.2%
3	Carnegie Mellon	\$631,223,607	\$1,146,651,994	55.0%
4	Cornell	\$2,105,880,205	\$3,946,937,769	53.4%
5	St. Thomas	\$135,447,538	\$257,131,091	52.7%
6	St. Joseph	\$30,106,265	\$58,097,872	51.8%
7	Chicago	\$1,566,556,795	\$3,071,844,639	51.0%
8	Villanova	\$207,246,852	\$407,640,113	50.8%
9	Catholic U of America	\$115,376,051	\$228,241,706	50.5%
10	Tufts	\$436,137,189	\$864,227,074	50.5%
11	Johns Hopkins	\$2,722,313,000	\$5,411,301,000	50.3%
12	Boston U	\$881,720,924	\$1,756,900,804	50.2%
13	NYU	\$3,118,675,686	\$6,213,517,903	50.2%
14	San Diego	\$164,927,603	\$329,131,867	50.1%
15	Stanford	\$2,794,927,117	\$5,607,242,598	49.8%
16	Denver	\$228,177,507	\$459,192,517	49.7%
17	Creighton	\$184,023,226	\$375,053,307	49.1%
18	Wake Forest	\$194,755,098	\$402,064,641	48.4%
19	Stevens Tech	\$107,087,560	\$222,778,023	48.1%
20	Drexel	\$459,597,627	\$956,730,705	48.0%
21	DePaul	\$252,035,915	\$526,141,058	47.9%
22	Dartmouth	\$436,271,442	\$915,430,610	47.7%
23	Duquesne	\$134,599,733	\$281,992,004	47.7%
24	Duke	\$1,347,159,107	\$2,838,504,288	47.5%
25	Tulane	\$444,395,000	\$934,785,000	47.5%
26	Drake	\$70,867,984	\$149,538,089	47.4%
27	Marquette	\$193,580,279	\$409,272,148	47.3%
28	Boston College	\$397,869,450	\$843,929,168	47.1%
29	Vanderbilt	\$531,843,010	\$1,134,646,349	46.9%
30	Chapman	\$146,358,559	\$312,572,431	46.8%
31	Loyola Chicago	\$251,510,688	\$537,796,416	46.8%
32	Pennsylvania	\$2,845,759,119	\$6,080,634,215	46.8%
33	Yale	\$1,704,075,504	\$3,644,780,296	46.8%
34	Northwestern	\$1,126,781,559	\$2,428,817,248	46.4%
35	George Washington	\$566,832,112	\$1,223,766,040	46.3%
36	Rochester	\$1,661,513,487	\$3,592,370,769	46.3%
37	Syracuse	\$441,722,435	\$953,606,072	46.3%
38	Washington (STL)	\$1,415,378,638	\$3,063,469,096	46.2%

	School	Non-officer wages & salaries	Expenses (less grants)	Wages & sal. as % of expenses
39	Miami	\$1,361,818,053	\$2,971,534,399	45.8%
40	Tulsa	\$91,582,531	\$200,030,054	45.8%
41	Georgetown	\$575,373,862	\$1,258,709,027	45.7%
42	USC	\$2,182,704,751	\$4,793,675,693	45.5%
43	Rice	\$306,479,037	\$674,831,525	45.4%
44	Baylor	\$296,531,480	\$664,329,756	44.6%
45	Brown	\$374,791,276	\$840,300,595	44.6%
46	Northeastern	\$521,881,093	\$1,175,835,572	44.4%
47	Santa Clara	\$163,499,841	\$370,258,463	44.2%
48	SMU	\$245,529,372	\$556,858,352	44.1%
49	Brandeis	\$149,606,532	\$342,611,155	43.7%
50	American	\$250,789,511	\$575,151,044	43.6%
51	Elon	\$103,245,284	\$236,776,991	43.6%
52	Lehigh	\$171,885,838	\$393,993,596	43.6%
53	Princeton	\$713,671,000	\$1,647,863,914	43.3%
54	MIT	\$1,402,733,000	\$3,250,532,000	43.2%
55	Fordham	\$269,659,309	\$630,740,703	42.8%
56	Notre Dame	\$553,465,648	\$1,291,696,767	42.8%
57	Rensselaer	\$155,623,745	\$364,362,771	42.7%
58	Emory	\$1,496,025,683	\$3,621,799,669	41.3%
59	Dayton	\$200,389,478	\$490,424,740	40.9%
60	Samford	\$72,771,321	\$178,563,244	40.8%
61	Harvard	\$1,814,582,992	\$4,477,257,028	40.5%
62	San Francisco	\$153,582,135	\$379,218,561	40.5%
63	Howard	\$336,632,714	\$843,671,592	39.9%
64	Pepperdine	\$142,806,432	\$358,841,956	39.8%
65	Yeshiva	\$92,771,315	\$241,213,141	38.5%
66	TCU	\$201,616,015	\$537,913,993	37.5%
67	Case Western Reserve	\$369,184,302	\$988,806,131	37.3%
	Median	\$336,632,714	\$840,300,595	46.4%
	TCU minus median	-\$135,016,699	-\$302,386,602	-8.9%
	Median (peer institutions):	\$245,529,372	\$556,858,352	44.6%
	TCU minus median	-\$43,913,357	-\$18,944,359	-7.1%
	Median (without top USNWR):	\$251,150,100	\$537,855,205	46.3%
	TCU minus median	-\$49,534,085	\$58,789	-8.8%

Takeaway: Compared to other nationally-ranked private universities, TCU is right at the bottom regarding the percentage of expenses devoted to non-officer wages and salaries.

Table 4b
Comparison of Non-Officer Employer Retirement Contributions, as a Percentage of Total Expenses at USNWR Private Universities Ranked in Top 150 National Universities

	School	Non-officer retirement	Expenses (less grants)	Retirement, as a % of expenses less grants
1	Samford	\$11,651,284	\$178,563,244	6.53%
2	San Diego	\$16,916,980	\$329,131,867	5.14%
3	Yale	\$181,999,739	\$3,644,780,296	4.99%
4	Rochester Tech	\$21,456,682	\$466,012,489	4.60%
5	Johns Hopkins	\$238,801,000	\$5,411,301,000	4.41%
6	USC	\$208,359,755	\$4,793,675,693	4.35%
7	Loyola Chicago	\$23,288,475	\$537,796,416	4.33%
8	Boston U	\$75,639,845	\$1,756,900,804	4.31%
9	Miami	\$124,757,017	\$2,971,534,399	4.20%
10	Columbia	\$179,337,866	\$4,314,024,145	4.16%
11	Santa Clara	\$14,815,044	\$370,258,463	4.00%
12	San Francisco	\$14,734,000	\$379,218,561	3.89%
13	St. Joseph	\$2,211,246	\$58,097,872	3.81%
14	Baylor	\$25,071,243	\$664,329,756	3.77%
15	Princeton	\$62,013,000	\$1,647,863,914	3.76%
16	Rice	\$25,357,190	\$674,831,525	3.76%
17	Villanova	\$15,189,557	\$407,640,113	3.73%
18	St. Thomas	\$9,537,792	\$257,131,091	3.71%
19	Case Western Reserve	\$36,579,389	\$988,806,131	3.70%
20	Tufts	\$31,727,019	\$864,227,074	3.67%
21	Lehigh	\$14,418,103	\$393,993,596	3.66%
22	Georgetown	\$45,907,708	\$1,258,709,027	3.65%
23	Wake Forest	\$14,445,073	\$402,064,641	3.59%
24	Notre Dame	\$45,946,422	\$1,291,696,767	3.56%
25	Syracuse	\$33,843,603	\$953,606,072	3.55%
26	Duke	\$99,871,020	\$2,838,504,288	3.52%
27	Harvard	\$153,904,229	\$4,477,257,028	3.44%
28	Catholic U of America	\$7,824,814	\$228,241,706	3.43%
29	TCU	\$18,197,806	\$537,913,993	3.38%
30	Northwestern	\$81,951,082	\$2,428,817,248	3.37%
31	Dayton	\$16,259,308	\$490,424,740	3.32%
32	Carnegie Mellon	\$37,387,110	\$1,146,651,994	3.26%
33	Drexel	\$30,950,931	\$956,730,705	3.24%
34	SMU	\$17,969,698	\$556,858,352	3.23%
35	DePaul	\$16,967,213	\$526,141,058	3.22%
36	Pennsylvania	\$195,008,000	\$6,080,634,215	3.21%
37	Boston College	\$26,802,300	\$843,929,168	3.18%
38	George Washington	\$38,895,610	\$1,223,766,040	3.18%

	School	Non-officer retirement	Expenses (less grants)	Retirement as % of expenses
39	Brown	\$26,605,582	\$840,300,595	3.17%
40	Drake	\$4,732,182	\$149,538,089	3.16%
41	Fordham	\$19,899,410	\$630,740,703	3.15%
42	Stanford	\$176,835,952	\$5,607,242,598	3.15%
43	Chicago	\$94,407,071	\$3,071,844,639	3.07%
44	Duquesne	\$8,616,416	\$281,992,004	3.06%
45	Emory	\$110,557,057	\$3,621,799,669	3.05%
46	American	\$17,401,284	\$575,151,044	3.03%
47	Chapman	\$9,133,993	\$312,572,431	2.92%
48	Elon	\$6,850,142	\$236,776,991	2.89%
49	Brandeis	\$9,839,943	\$342,611,155	2.87%
50	Dartmouth	\$26,315,475	\$915,430,610	2.87%
51	Rochester	\$103,255,984	\$3,592,370,769	2.87%
52	Rensselaer	\$10,336,389	\$364,362,771	2.84%
53	Pepperdine	\$10,095,886	\$358,841,956	2.81%
54	NYU	\$173,893,668	\$6,213,517,903	2.80%
55	Stevens Tech	\$6,229,710	\$222,778,023	2.80%
56	Marquette	\$11,111,300	\$409,272,148	2.71%
57	Washington (STL)	\$83,013,644	\$3,063,469,096	2.71%
58	Northeastern	\$31,687,393	\$1,175,835,572	2.69%
59	Denver	\$12,184,884	\$459,192,517	2.65%
60	Vanderbilt	\$28,592,835	\$1,134,646,349	2.52%
61	Creighton	\$9,188,886	\$375,053,307	2.45%
62	MIT	\$79,255,000	\$3,250,532,000	2.44%
63	Tulane	\$22,788,000	\$934,785,000	2.44%
64	Cornell	\$74,914,279	\$3,946,937,769	1.90%
65	Yeshiva	\$3,045,828	\$241,213,141	1.26%
66	Howard	\$8,360,433	\$843,671,592	0.99%
67	Tulsa	\$1,243,427	\$200,030,054	0.62%
Median		\$25,071,243	\$840,300,595	3.23%
TCU minus median		-\$6,873,437	-\$302,386,602	0.15%
Median (peer institutions):		\$17,969,698	\$556,858,352	3.38%
TCU minus median		\$228,108	-\$18,944,359	0.00%
Median (without top USNWR):		\$17,685,491	\$537,855,205	3.23%
TCU minus median		\$512,315	\$58,789	0.16%

Takeaway: Compared to other nationally-ranked private universities, TCU's retirement contributions (as a percentage of expenses less grants) are slightly above the median of the broader set of schools and exactly at the median of our peers.

Table 4c
Comparison of Non-Officer Other Benefits, as a Percentage of Total Expenses at USNWR
Private Universities Ranked in Top 150 National Universities

	School	Non-officer other benefits	Expenses (less grants)	Other benefits, as a % of expenses less grants
1	San Francisco	\$61,267,708	\$379,218,561	16.16%
2	Cornell	\$466,601,620	\$3,946,937,769	11.82%
3	Rochester Tech	\$51,383,388	\$466,012,489	11.03%
4	Fordham	\$65,821,593	\$630,740,703	10.44%
5	Johns Hopkins	\$502,140,000	\$5,411,301,000	9.28%
6	Duquesne	\$25,646,493	\$281,992,004	9.09%
7	Lehigh	\$35,437,865	\$393,993,596	8.99%
8	Drake	\$13,399,015	\$149,538,089	8.96%
9	Marquette	\$36,020,994	\$409,272,148	8.80%
10	Notre Dame	\$112,362,506	\$1,291,696,767	8.70%
11	Tulsa	\$16,829,732	\$200,030,054	8.41%
12	Boston College	\$70,258,604	\$843,929,168	8.33%
13	Dayton	\$39,095,696	\$490,424,740	7.97%
14	St. Thomas	\$20,402,826	\$257,131,091	7.93%
15	Yale	\$286,247,473	\$3,644,780,296	7.85%
16	Rochester	\$271,678,119	\$3,592,370,769	7.56%
17	Santa Clara	\$27,236,745	\$370,258,463	7.36%
18	Chapman	\$22,976,131	\$312,572,431	7.35%
19	TCU	\$38,779,269	\$537,913,993	7.21%
20	Emory	\$260,549,223	\$3,621,799,669	7.19%
21	Rice	\$47,461,524	\$674,831,525	7.03%
22	Pepperdine	\$25,176,877	\$358,841,956	7.02%
23	Villanova	\$28,424,030	\$407,640,113	6.97%
24	Chicago	\$211,635,165	\$3,071,844,639	6.89%
25	Brown	\$57,689,501	\$840,300,595	6.87%
26	Princeton	\$112,726,000	\$1,647,863,914	6.84%
27	Creighton	\$25,250,704	\$375,053,307	6.73%
28	Elon	\$15,926,897	\$236,776,991	6.73%
29	Miami	\$198,860,445	\$2,971,534,399	6.69%
30	Syracuse	\$63,715,892	\$953,606,072	6.68%
31	St. Joseph	\$3,840,511	\$58,097,872	6.61%
32	San Diego	\$21,542,240	\$329,131,867	6.55%
33	Drexel	\$61,131,031	\$956,730,705	6.39%
34	Stanford	\$356,034,566	\$5,607,242,598	6.35%
35	DePaul	\$32,922,270	\$526,141,058	6.26%
36	Columbia	\$264,660,695	\$4,314,024,145	6.13%
37	Pennsylvania	\$367,773,340	\$6,080,634,215	6.05%
38	Yeshiva	\$14,468,118	\$241,213,141	6.00%

	School	Non-Officer Other Benefits	Expenses (Less Grants)	Other benefits as % of expenses
39	Washington (STL)	\$183,069,832	\$3,063,469,096	5.98%
40	Carnegie Mellon	\$68,324,462	\$1,146,651,994	5.96%
41	NYU	\$368,310,261	\$6,213,517,903	5.93%
42	Harvard	\$264,484,298	\$4,477,257,028	5.91%
43	Boston U	\$100,806,817	\$1,756,900,804	5.74%
44	Stevens Tech	\$12,733,649	\$222,778,023	5.72%
45	Samford	\$10,182,950	\$178,563,244	5.70%
46	USC	\$273,293,872	\$4,793,675,693	5.70%
47	Denver	\$25,909,950	\$459,192,517	5.64%
48	Wake Forest	\$22,647,812	\$402,064,641	5.63%
49	Loyola Chicago	\$29,330,395	\$537,796,416	5.45%
50	SMU	\$30,061,879	\$556,858,352	5.40%
51	American	\$30,831,517	\$575,151,044	5.36%
52	Tufts	\$45,133,760	\$864,227,074	5.22%
53	Northeastern	\$60,624,461	\$1,175,835,572	5.16%
54	Georgetown	\$64,878,156	\$1,258,709,027	5.15%
55	Northwestern	\$121,503,192	\$2,428,817,248	5.00%
56	MIT	\$160,861,000	\$3,250,532,000	4.95%
57	Baylor	\$32,639,698	\$664,329,756	4.91%
58	Catholic U of America	\$11,153,171	\$228,241,706	4.89%
59	Rensselaer	\$17,212,241	\$364,362,771	4.72%
60	Brandeis	\$15,923,559	\$342,611,155	4.65%
61	Vanderbilt	\$52,111,825	\$1,134,646,349	4.59%
62	Case Western Reserve	\$45,034,103	\$988,806,131	4.55%
63	Duke	\$128,333,091	\$2,838,504,288	4.52%
64	Tulane	\$41,864,000	\$934,785,000	4.48%
65	Howard	\$36,901,283	\$843,671,592	4.37%
66	George Washington	\$47,861,184	\$1,223,766,040	3.91%
67	Dartmouth	\$7,469,664	\$915,430,610	0.82%
	Median	\$45,133,760	\$840,300,595	6.35%
	TCU minus median	-\$6,354,491	-\$302,386,602	0.86%
	Median (peer institutions):	\$30,831,517	\$556,858,352	5.63%
	TCU minus median	\$7,947,752	-\$18,944,359	1.58%
	Median (without top USNWR):	\$36,461,139	\$537,855,205	6.47%
	TCU minus median	\$2,318,131	\$58,789	0.74%

Takeaway: Compared to other nationally-ranked private universities, TCU spends more (as a percentage of expenses less grants) than our peers or the broader set of schools, although some peers and aspirants spend a similar percentage.

Table 4d
Comparison of Non-Officer Total Compensation (Wages, Salaries, Retirement, Other Benefits)
at USNWR Private Universities Ranked in Top 150 National Universities

	School	Non-officer total compensation	Expenses (less grants)	Total comp., as a % of expenses less grants
1	Rochester Tech	\$357,830,757	\$466,012,489	76.8%
2	Cornell	\$2,647,396,104	\$3,946,937,769	67.1%
3	Columbia	\$2,826,913,657	\$4,314,024,145	65.5%
4	Carnegie Mellon	\$736,935,179	\$1,146,651,994	64.3%
5	St. Thomas	\$165,388,156	\$257,131,091	64.3%
6	Johns Hopkins	\$3,463,254,000	\$5,411,301,000	64.0%
7	St. Joseph	\$36,158,022	\$58,097,872	62.2%
8	San Diego	\$203,386,823	\$329,131,867	61.8%
9	Villanova	\$250,860,439	\$407,640,113	61.5%
10	Chicago	\$1,872,599,031	\$3,071,844,639	61.0%
11	San Francisco	\$229,583,843	\$379,218,561	60.5%
12	Boston U	\$1,058,167,586	\$1,756,900,804	60.2%
13	Duquesne	\$168,862,642	\$281,992,004	59.9%
14	Yale	\$2,172,322,716	\$3,644,780,296	59.6%
15	Drake	\$88,999,181	\$149,538,089	59.5%
16	Stanford	\$3,327,797,635	\$5,607,242,598	59.4%
17	Tufts	\$512,997,968	\$864,227,074	59.4%
18	Catholic U of America	\$134,354,036	\$228,241,706	58.9%
19	NYU	\$3,660,879,615	\$6,213,517,903	58.9%
20	Marquette	\$240,712,573	\$409,272,148	58.8%
21	Boston College	\$494,930,354	\$843,929,168	58.7%
22	Creighton	\$218,462,816	\$375,053,307	58.3%
23	Denver	\$266,272,341	\$459,192,517	58.0%
24	Drexel	\$551,679,589	\$956,730,705	57.7%
25	Wake Forest	\$231,847,983	\$402,064,641	57.7%
26	DePaul	\$301,925,398	\$526,141,058	57.4%
27	Chapman	\$178,468,683	\$312,572,431	57.1%
28	Miami	\$1,685,435,515	\$2,971,534,399	56.7%
29	Rochester	\$2,036,447,590	\$3,592,370,769	56.7%
30	Loyola Chicago	\$304,129,558	\$537,796,416	56.6%
31	Stevens Tech	\$126,050,919	\$222,778,023	56.6%
32	Syracuse	\$539,281,930	\$953,606,072	56.6%
33	Fordham	\$355,380,312	\$630,740,703	56.3%
34	Lehigh	\$221,741,806	\$393,993,596	56.3%
35	Rice	\$379,297,751	\$674,831,525	56.2%
36	Pennsylvania	\$3,408,540,459	\$6,080,634,215	56.1%
37	USC	\$2,664,358,378	\$4,793,675,693	55.6%
38	Duke	\$1,575,363,218	\$2,838,504,288	55.5%

	School	Non-officer total compensation	Expenses (less grants)	Total comp. as % of expenses
39	Santa Clara	\$205,551,630	\$370,258,463	55.5%
40	Notre Dame	\$711,774,576	\$1,291,696,767	55.1%
41	Washington (STL)	\$1,681,462,114	\$3,063,469,096	54.9%
42	Northwestern	\$1,330,235,833	\$2,428,817,248	54.8%
43	Tulsa	\$109,655,690	\$200,030,054	54.8%
44	Brown	\$459,086,359	\$840,300,595	54.6%
45	Georgetown	\$686,159,726	\$1,258,709,027	54.5%
46	Tulane	\$509,047,000	\$934,785,000	54.5%
47	Vanderbilt	\$612,547,670	\$1,134,646,349	54.0%
48	Princeton	\$888,410,000	\$1,647,863,914	53.9%
49	George Washington	\$653,588,906	\$1,223,766,040	53.4%
50	Baylor	\$354,242,421	\$664,329,756	53.3%
51	Elon	\$126,022,323	\$236,776,991	53.2%
52	Samford	\$94,605,555	\$178,563,244	53.0%
53	SMU	\$293,560,949	\$556,858,352	52.7%
54	Dayton	\$255,744,482	\$490,424,740	52.2%
55	Northeastern	\$614,192,947	\$1,175,835,572	52.2%
56	American	\$299,022,312	\$575,151,044	52.0%
57	Emory	\$1,867,131,963	\$3,621,799,669	51.6%
58	Dartmouth	\$470,056,581	\$915,430,610	51.4%
59	Brandeis	\$175,370,034	\$342,611,155	51.2%
60	MIT	\$1,642,849,000	\$3,250,532,000	50.5%
61	Rensselaer	\$183,172,375	\$364,362,771	50.3%
62	Harvard	\$2,232,971,519	\$4,477,257,028	49.9%
63	Pepperdine	\$178,079,195	\$358,841,956	49.6%
64	TCU	\$258,593,090	\$537,913,993	48.1%
65	Yeshiva	\$110,285,261	\$241,213,141	45.7%
66	Case Western Reserve	\$450,797,794	\$988,806,131	45.6%
67	Howard	\$381,894,430	\$843,671,592	45.3%
Median		\$381,894,430	\$840,300,595	56.3%
TCU minus median		-\$123,301,340	-\$302,386,602	-8.2%
Median (peer institutions):		\$293,560,949	\$556,858,352	53.4%
TCU minus median		-\$34,967,859	-\$18,944,359	-5.3%
Median (without top USNWR):		\$354,242,421	\$664,329,756	55.6%
TCU minus median		\$96,555,373	\$324,476,375	-10.0%

Takeaway: Compared to other nationally-ranked private universities, TCU spends much less (as a percentage of expenses less grants) on total compensation of non-officers.

Summary with regard to non-officer compensation in comparison to expenses (less grants)

Considering non-officer compensation expenditures as a percentage of total expenses (less grants), TCU spends retirement contributions around the median of the set of schools, and spends somewhat more on other benefits than the other schools. Despite this, TCU spends much less on wages and salaries. Consequently, compared to total expenses, TCU is near the bottom when it comes to percentages spent on non-officer wages & salaries and total compensation.

One reason this might be is a “denominator problem” – i.e., these percentages are derived by dividing the compensation expenditures by total expenses. Perhaps TCU has spent an unusually large amount of money on other projects, and other schools have not done so. We know, for example, that TCU has spent considerable money on buildings and campus infrastructure across the last decade. It may stretch credibility to believe that none of the other nationally-ranked private schools have done likewise, but it is a possibility.

To explore this limitation, the next set of tables compares non-officer compensation not to *expenses*, but to the *total amount spent on compensation across the university*. In other words, of the money spent on compensation (of any kind) at the university, how much of it goes to the three different categories of non-officer compensation (wages & salaries, retirement contributions, other benefits)? Or in yet other words, of all of the money spent on compensation, how much of the “compensation pie” does each type of non-officer compensation get?

Table 5a
Comparison of Non-Officer Wages & Salaries, as a Percentage of All University Compensation,
at USNWR Private Universities Ranked in Top 150 National Universities

	School	Non-officer wages & salaries	All university comp. expenses	Wages & salaries, as a % of univ. comp. expenses
1	Dartmouth	\$436,271,442	\$506,824,396	86.1%
2	Howard	\$336,632,714	\$411,787,021	81.7%
3	Tulane	\$444,395,000	\$544,412,000	81.6%
4	NYU	\$3,118,675,686	\$3,831,467,461	81.4%
5	George Washington	\$566,832,112	\$701,773,521	80.8%
6	Carnegie Mellon	\$631,223,607	\$783,673,732	80.5%
7	Vanderbilt	\$531,843,010	\$661,180,074	80.4%
8	MIT	\$1,402,733,000	\$1,746,719,000	80.3%
9	Columbia	\$2,382,915,096	\$2,970,923,538	80.2%
10	Stanford	\$2,794,927,117	\$3,495,401,500	80.0%
11	Duke	\$1,347,159,107	\$1,691,039,639	79.7%
12	Catholic U of America	\$115,376,051	\$144,888,466	79.6%
13	Northeastern	\$521,881,093	\$656,340,821	79.5%
14	Tufts	\$436,137,189	\$548,695,387	79.5%
15	Denver	\$228,177,507	\$287,750,754	79.3%
16	Northwestern	\$1,126,781,559	\$1,420,530,610	79.3%
17	Chicago	\$1,566,556,795	\$1,982,326,402	79.0%
18	Creighton	\$184,023,226	\$233,227,243	78.9%
19	Georgetown	\$575,373,862	\$729,200,167	78.9%
20	Washington (STL)	\$1,415,378,638	\$1,798,726,642	78.7%
21	USC	\$2,182,704,751	\$2,776,301,988	78.6%
22	Brandeis	\$149,606,532	\$191,792,316	78.0%
23	Pennsylvania	\$2,845,759,119	\$3,649,456,000	78.0%
24	Drexel	\$459,597,627	\$589,831,461	77.9%
25	Boston U	\$881,720,924	\$1,133,991,124	77.8%
26	Cornell	\$2,105,880,205	\$2,706,348,949	77.8%
27	Wake Forest	\$194,755,098	\$250,705,705	77.7%
28	SMU	\$245,529,372	\$316,484,369	77.6%
29	American	\$250,789,511	\$323,994,452	77.4%
30	Syracuse	\$441,722,435	\$571,515,855	77.3%
31	Baylor	\$296,531,480	\$384,101,332	77.2%
32	Stevens Tech	\$107,087,560	\$138,743,057	77.2%
33	Tulsa	\$91,582,531	\$118,590,312	77.2%
34	DePaul	\$252,035,915	\$326,957,822	77.1%
35	Case Western Reserve	\$369,184,302	\$480,116,211	76.9%
36	Harvard	\$1,814,582,992	\$2,360,350,545	76.9%
37	St. Joseph	\$30,106,265	\$39,187,018	76.8%
38	Loyola Chicago	\$251,510,688	\$327,892,276	76.7%

	School	Non-officer wages & salaries	All university comp. expenses	Wages & sal., as % of all univ. comp.
39	Rochester	\$1,661,513,487	\$2,166,644,871	76.7%
40	Yeshiva	\$92,771,315	\$121,304,472	76.5%
41	St. Thomas	\$135,447,538	\$177,178,832	76.4%
42	Villanova	\$207,246,852	\$271,238,941	76.4%
43	Brown	\$374,791,276	\$491,508,380	76.3%
44	Miami	\$1,361,818,053	\$1,783,808,870	76.3%
45	Rensselaer	\$155,623,745	\$204,843,541	76.0%
46	Chapman	\$146,358,559	\$193,124,140	75.8%
47	Johns Hopkins	\$2,722,313,000	\$3,599,792,000	75.6%
48	Boston College	\$397,869,450	\$526,990,336	75.5%
49	Elon	\$103,245,284	\$136,858,752	75.4%
50	Rice	\$306,479,037	\$406,482,788	75.4%
51	Princeton	\$713,671,000	\$947,951,000	75.3%
52	Emory	\$1,496,025,683	\$1,996,686,509	74.9%
53	Duquesne	\$134,599,733	\$180,486,579	74.6%
54	Rochester Tech	\$284,990,687	\$382,043,026	74.6%
55	San Diego	\$164,927,603	\$221,635,036	74.4%
56	Drake	\$70,867,984	\$95,429,316	74.3%
57	Marquette	\$193,580,279	\$261,277,112	74.1%
58	Yale	\$1,704,075,504	\$2,310,815,635	73.7%
59	Santa Clara	\$163,499,841	\$223,153,832	73.3%
60	Notre Dame	\$553,465,648	\$760,422,799	72.8%
61	Pepperdine	\$142,806,432	\$197,233,680	72.4%
62	Dayton	\$200,389,478	\$277,556,307	72.2%
63	Lehigh	\$171,885,838	\$238,109,075	72.2%
64	TCU	\$201,616,015	\$282,947,568	71.3%
65	Fordham	\$269,659,309	\$379,046,173	71.1%
66	Samford	\$72,771,321	\$105,051,522	69.3%
67	San Francisco	\$153,582,135	\$249,056,742	61.7%
Median		\$336,632,714	\$411,787,021	77.1%
TCU minus median		-\$135,016,699	-\$128,839,453	-5.8%
Median (peer institutions):		\$245,529,372	\$316,484,369	77.3%
TCU minus median		-\$43,913,357	-\$33,536,801	-6.0%
Median (without top USNWR):		\$251,150,100	\$325,476,137	76.9%
TCU minus median		-\$49,534,085	-\$42,528,569	-5.6%

Takeaway: Compared to other nationally-ranked private universities, TCU devotes less of its “compensation pie” to non-officer wages & salaries.

Table 5b
Comparison of Employer Retirement Contributions, as a Percentage of All University Compensation, at USNWR Private Universities Ranked in Top 150 National Universities

	School	Non-officer retirement	All university comp. expenses	Retirement, as a % of univ. comp. expenses
1	Samford	\$11,651,284	\$105,051,522	11.09%
2	Yale	\$181,999,739	\$2,310,815,635	7.88%
3	San Diego	\$16,916,980	\$221,635,036	7.63%
4	Case Western Reserve	\$36,579,389	\$480,116,211	7.62%
5	USC	\$208,359,755	\$2,776,301,988	7.50%
6	Loyola Chicago	\$23,288,475	\$327,892,276	7.10%
7	Miami	\$124,757,017	\$1,783,808,870	6.99%
8	Boston University	\$75,639,845	\$1,133,991,124	6.67%
9	Santa Clara	\$14,815,044	\$223,153,832	6.64%
10	Johns Hopkins	\$238,801,000	\$3,599,792,000	6.63%
11	Princeton	\$62,013,000	\$947,951,000	6.54%
12	Baylor	\$25,071,243	\$384,101,332	6.53%
13	Harvard	\$153,904,229	\$2,360,350,545	6.52%
14	TCU	\$18,197,806	\$282,947,568	6.43%
15	Georgetown	\$45,907,708	\$729,200,167	6.30%
16	Rice	\$25,357,190	\$406,482,788	6.24%
17	Lehigh	\$14,418,103	\$238,109,075	6.06%
18	Notre Dame	\$45,946,422	\$760,422,799	6.04%
19	Columbia	\$179,337,866	\$2,970,923,538	6.04%
20	Syracuse	\$33,843,603	\$571,515,855	5.92%
21	San Francisco	\$14,734,000	\$249,056,742	5.92%
22	Duke	\$99,871,020	\$1,691,039,639	5.91%
23	Dayton	\$16,259,308	\$277,556,307	5.86%
24	Tufts	\$31,727,019	\$548,695,387	5.78%
25	Northwestern	\$81,951,082	\$1,420,530,610	5.77%
26	Wake Forest	\$14,445,073	\$250,705,705	5.76%
27	SMU	\$17,969,698	\$316,484,369	5.68%
28	St. Joseph	\$2,211,246	\$39,187,018	5.64%
29	Rochester Tech	\$21,456,682	\$382,043,026	5.62%
30	Villanova	\$15,189,557	\$271,238,941	5.60%
31	George Washington	\$38,895,610	\$701,773,521	5.54%
32	Emory	\$110,557,057	\$1,996,686,509	5.54%
33	Brown	\$26,605,582	\$491,508,380	5.41%
34	Catholic U of America	\$7,824,814	\$144,888,466	5.40%
35	St. Thomas	\$9,537,792	\$177,178,832	5.38%
36	American	\$17,401,284	\$323,994,452	5.37%
37	Pennsylvania	\$195,008,000	\$3,649,456,000	5.34%
38	Fordham	\$19,899,410	\$379,046,173	5.25%

	School	Non-officer retirement	All university comp. expenses	Retirement, as % of all univ. comp.
39	Drexel	\$30,950,931	\$589,831,461	5.25%
40	Dartmouth	\$26,315,475	\$506,824,396	5.19%
41	DePaul	\$16,967,213	\$326,957,822	5.19%
42	Brandeis	\$9,839,943	\$191,792,316	5.13%
43	Pepperdine	\$10,095,886	\$197,233,680	5.12%
44	Boston College	\$26,802,300	\$526,990,336	5.09%
45	Stanford	\$176,835,952	\$3,495,401,500	5.06%
46	Rensselaer	\$10,336,389	\$204,843,541	5.05%
47	Elon	\$6,850,142	\$136,858,752	5.01%
48	Drake	\$4,732,182	\$95,429,316	4.96%
49	Northeastern	\$31,687,393	\$656,340,821	4.83%
50	Duquesne	\$8,616,416	\$180,486,579	4.77%
51	Carnegie Mellon	\$37,387,110	\$783,673,732	4.77%
52	Rochester	\$103,255,984	\$2,166,644,871	4.77%
53	Chicago	\$94,407,071	\$1,982,326,402	4.76%
54	Chapman	\$9,133,993	\$193,124,140	4.73%
55	Washington (STL)	\$83,013,644	\$1,798,726,642	4.62%
56	NYU	\$173,893,668	\$3,831,467,461	4.54%
57	MIT	\$79,255,000	\$1,746,719,000	4.54%
58	Stevens Tech	\$6,229,710	\$138,743,057	4.49%
59	Vanderbilt	\$28,592,835	\$661,180,074	4.32%
60	Marquette	\$11,111,300	\$261,277,112	4.25%
61	Denver	\$12,184,884	\$287,750,754	4.23%
62	Tulane	\$22,788,000	\$544,412,000	4.19%
63	Creighton	\$9,188,886	\$233,227,243	3.94%
64	Cornell	\$74,914,279	\$2,706,348,949	2.77%
65	Yeshiva	\$3,045,828	\$121,304,472	2.51%
66	Howard	\$8,360,433	\$411,787,021	2.03%
67	Tulsa	\$1,243,427	\$118,590,312	1.05%
Median		\$25,071,243	\$411,787,021	5.40%
TCU minus median		-\$6,873,437	-\$128,839,453	1.03%
Median (peer institutions):		\$17,969,698	\$316,484,369	5.68%
TCU minus median		\$228,108	-\$33,536,801	0.75%
Median (without top USNWR):		\$17,685,491	\$325,476,137	5.38%
TCU minus median		\$512,315	-\$42,528,569	1.06%

Takeaway: Compared to other nationally-ranked private universities, TCU devotes more of its “compensation pie” to non-officer retirement contributions.

Table 5c
Comparison of Non-Officer Other Benefits, as a Percentage of All University Compensation, at
USNWR Private Universities Ranked in Top 150 National Universities

	School	Non-Officer Other Benefits	All University Comp. Expenses	Other benefits, as a % of univ. comp. expenses
1	San Francisco	\$61,267,708	\$249,056,742	24.6%
2	Fordham	\$65,821,593	\$379,046,173	17.4%
3	Cornell	\$466,601,620	\$2,706,348,949	17.2%
4	Lehigh	\$35,437,865	\$238,109,075	14.9%
5	Notre Dame	\$112,362,506	\$760,422,799	14.8%
6	Duquesne	\$25,646,493	\$180,486,579	14.2%
7	Tulsa	\$16,829,732	\$118,590,312	14.2%
8	Dayton	\$39,095,696	\$277,556,307	14.1%
9	Drake	\$13,399,015	\$95,429,316	14.0%
10	Johns Hopkins	\$502,140,000	\$3,599,792,000	13.9%
11	Marquette	\$36,020,994	\$261,277,112	13.8%
12	TCU	\$38,779,269	\$282,947,568	13.7%
13	Rochester Tech	\$51,383,388	\$382,043,026	13.4%
14	Boston College	\$70,258,604	\$526,990,336	13.3%
15	Emory	\$260,549,223	\$1,996,686,509	13.0%
16	Pepperdine	\$25,176,877	\$197,233,680	12.8%
17	Rochester	\$271,678,119	\$2,166,644,871	12.5%
18	Yale	\$286,247,473	\$2,310,815,635	12.4%
19	Santa Clara	\$27,236,745	\$223,153,832	12.2%
20	Yeshiva	\$14,468,118	\$121,304,472	11.9%
21	Chapman	\$22,976,131	\$193,124,140	11.9%
22	Princeton	\$112,726,000	\$947,951,000	11.9%
23	Brown	\$57,689,501	\$491,508,380	11.7%
24	Rice	\$47,461,524	\$406,482,788	11.7%
25	Elon	\$15,926,897	\$136,858,752	11.6%
26	St. Thomas	\$20,402,826	\$177,178,832	11.5%
27	Harvard	\$264,484,298	\$2,360,350,545	11.2%
28	Syracuse	\$63,715,892	\$571,515,855	11.1%
29	Miami	\$198,860,445	\$1,783,808,870	11.1%
30	Creighton	\$25,250,704	\$233,227,243	10.8%
31	Chicago	\$211,635,165	\$1,982,326,402	10.7%
32	Villanova	\$28,424,030	\$271,238,941	10.5%
33	Drexel	\$61,131,031	\$589,831,461	10.4%
34	Stanford	\$356,034,566	\$3,495,401,500	10.2%
35	Washington (STL)	\$183,069,832	\$1,798,726,642	10.2%
36	Pennsylvania	\$367,773,340	\$3,649,456,000	10.1%
37	DePaul	\$32,922,270	\$326,957,822	10.1%
38	USC	\$273,293,872	\$2,776,301,988	9.8%

	School	Non-officer other benefits	All university comp. expenses	Other ben., as % of all univ. comp.
39	St. Joseph	\$3,840,511	\$39,187,018	9.8%
40	San Diego	\$21,542,240	\$221,635,036	9.7%
41	Samford	\$10,182,950	\$105,051,522	9.7%
42	NYU	\$368,310,261	\$3,831,467,461	9.6%
43	American	\$30,831,517	\$323,994,452	9.5%
44	SMU	\$30,061,879	\$316,484,369	9.5%
45	Case Western Reserve	\$45,034,103	\$480,116,211	9.4%
46	Northeastern	\$60,624,461	\$656,340,821	9.2%
47	MIT	\$160,861,000	\$1,746,719,000	9.2%
48	Stevens Tech	\$12,733,649	\$138,743,057	9.2%
49	Wake Forest	\$22,647,812	\$250,705,705	9.0%
50	Denver	\$25,909,950	\$287,750,754	9.0%
51	Howard	\$36,901,283	\$411,787,021	9.0%
52	Loyola Chicago	\$29,330,395	\$327,892,276	8.9%
53	Columbia	\$264,660,695	\$2,970,923,538	8.9%
54	Georgetown	\$64,878,156	\$729,200,167	8.9%
55	Boston University	\$100,806,817	\$1,133,991,124	8.9%
56	Carnegie Mellon	\$68,324,462	\$783,673,732	8.7%
57	Northwestern	\$121,503,192	\$1,420,530,610	8.6%
58	Baylor	\$32,639,698	\$384,101,332	8.5%
59	Rensselaer	\$17,212,241	\$204,843,541	8.4%
60	Brandeis	\$15,923,559	\$191,792,316	8.3%
61	Tufts	\$45,133,760	\$548,695,387	8.2%
62	Vanderbilt	\$52,111,825	\$661,180,074	7.9%
63	Catholic U of America	\$11,153,171	\$144,888,466	7.7%
64	Tulane	\$41,864,000	\$544,412,000	7.7%
65	Duke	\$128,333,091	\$1,691,039,639	7.6%
66	George Washington	\$47,861,184	\$701,773,521	6.8%
67	Dartmouth	\$7,469,664	\$506,824,396	1.5%
Median		\$45,133,760	\$411,787,021	10.2%
TCU minus median		-\$6,354,491	-\$128,839,453	3.5%
Median (peer institutions):		\$30,831,517	\$316,484,369	9.5%
TCU minus median		\$7,947,752	-\$33,536,801	4.2%
Median (without top USNWR):		\$36,461,139	\$325,476,137	10.3%
TCU minus median		\$2,318,131	-\$42,528,569	3.4%

Takeaway: Compared to other nationally-ranked private universities, TCU devotes more of its “compensation pie” to non-officer other benefits.

Table 5d
Comparison of Non-Officer Total Compensation, as a Percentage of All University Compensation, at USNWR Private Universities Ranked in Top 150 National Universities

	School	Non-Officer Total Compensation	All University Comp. Expenses	Wages & salaries, as a % of univ. comp. expenses
1	Cornell	\$2,647,396,104	\$2,706,348,949	97.8%
2	Johns Hopkins	\$3,463,254,000	\$3,599,792,000	96.2%
3	USC	\$2,664,358,378	\$2,776,301,988	96.0%
4	NYU	\$3,660,879,615	\$3,831,467,461	95.6%
5	Stanford	\$3,327,797,635	\$3,495,401,500	95.2%
6	Columbia	\$2,826,913,657	\$2,970,923,538	95.2%
7	Harvard	\$2,232,971,519	\$2,360,350,545	94.6%
8	Miami	\$1,685,435,515	\$1,783,808,870	94.5%
9	Chicago	\$1,872,599,031	\$1,982,326,402	94.5%
10	Syracuse	\$539,281,930	\$571,515,855	94.4%
11	Georgetown	\$686,159,726	\$729,200,167	94.1%
12	MIT	\$1,642,849,000	\$1,746,719,000	94.1%
13	Carnegie Mellon	\$736,935,179	\$783,673,732	94.0%
14	Yale	\$2,172,322,716	\$2,310,815,635	94.0%
15	Rochester	\$2,036,447,590	\$2,166,644,871	94.0%
16	Boston College	\$494,930,354	\$526,990,336	93.9%
17	Case Western Reserve	\$450,797,794	\$480,116,211	93.9%
18	Fordham	\$355,380,312	\$379,046,173	93.8%
19	Princeton	\$888,410,000	\$947,951,000	93.7%
20	Creighton	\$218,462,816	\$233,227,243	93.7%
21	Rochester Tech	\$357,830,757	\$382,043,026	93.7%
22	Northwestern	\$1,330,235,833	\$1,420,530,610	93.6%
23	Notre Dame	\$711,774,576	\$760,422,799	93.6%
24	Northeastern	\$614,192,947	\$656,340,821	93.6%
25	Duquesne	\$168,862,642	\$180,486,579	93.6%
26	Drexel	\$551,679,589	\$589,831,461	93.5%
27	Emory	\$1,867,131,963	\$1,996,686,509	93.5%
28	Tulane	\$509,047,000	\$544,412,000	93.5%
29	Tufts	\$512,997,968	\$548,695,387	93.5%
30	Washington (STL)	\$1,681,462,114	\$1,798,726,642	93.4%
31	Brown	\$459,086,359	\$491,508,380	93.4%
32	Pennsylvania	\$3,408,540,459	\$3,649,456,000	93.4%
33	St. Thomas	\$165,388,156	\$177,178,832	93.3%
34	Boston University	\$1,058,167,586	\$1,133,991,124	93.3%
35	Rice	\$379,297,751	\$406,482,788	93.3%
36	Drake	\$88,999,181	\$95,429,316	93.2%
37	Duke	\$1,575,363,218	\$1,691,039,639	93.1%
38	George Washington	\$653,588,906	\$701,773,521	93.1%

	School	Non-officer total compensation	All university comp. expenses	Total comp., as % of all univ. comp.
39	Lehigh	\$221,741,806	\$238,109,075	93.1%
40	SMU	\$293,560,949	\$316,484,369	92.8%
41	Loyola Chicago	\$304,129,558	\$327,892,276	92.8%
42	Dartmouth	\$470,056,581	\$506,824,396	92.8%
43	Howard	\$381,894,430	\$411,787,021	92.7%
44	Catholic U of America	\$134,354,036	\$144,888,466	92.7%
45	Vanderbilt	\$612,547,670	\$661,180,074	92.6%
46	Denver	\$266,272,341	\$287,750,754	92.5%
47	Villanova	\$250,860,439	\$271,238,941	92.5%
48	Wake Forest	\$231,847,983	\$250,705,705	92.5%
49	Tulsa	\$109,655,690	\$118,590,312	92.5%
50	Chapman	\$178,468,683	\$193,124,140	92.4%
51	DePaul	\$301,925,398	\$326,957,822	92.3%
52	American	\$299,022,312	\$323,994,452	92.3%
53	St. Joseph	\$36,158,022	\$39,187,018	92.3%
54	Baylor	\$354,242,421	\$384,101,332	92.2%
55	San Francisco	\$229,583,843	\$249,056,742	92.2%
56	Dayton	\$255,744,482	\$277,556,307	92.1%
57	Marquette	\$240,712,573	\$261,277,112	92.1%
58	Santa Clara	\$205,551,630	\$223,153,832	92.1%
59	Elon	\$126,022,323	\$136,858,752	92.1%
60	San Diego	\$203,386,823	\$221,635,036	91.8%
61	Brandeis	\$175,370,034	\$191,792,316	91.4%
62	TCU	\$258,593,090	\$282,947,568	91.4%
63	Yeshiva	\$110,285,261	\$121,304,472	90.9%
64	Stevens Tech	\$126,050,919	\$138,743,057	90.9%
65	Pepperdine	\$178,079,195	\$197,233,680	90.3%
66	Samford	\$94,605,555	\$105,051,522	90.1%
67	Rensselaer	\$183,172,375	\$204,843,541	89.4%
	Median	\$381,894,430	\$411,787,021	93.3%
	TCU minus median	-\$123,301,340	-\$128,839,453	-1.9%
	Median (peer institutions):	\$293,560,949	\$316,484,369	92.5%
	TCU minus median	-\$34,967,859	-\$33,536,801	-1.1%
	Median (without top USNWR):	\$300,473,855	\$325,476,137	93.0%
	TCU minus median	-\$41,880,765	-\$42,528,569	-1.6%

Takeaway: Compared to other nationally-ranked private universities, TCU devotes less of its “compensation pie” to non-officer total compensation.

Summary with regard to non-officer compensation in comparison to expenses (less grants)

This analysis changed the denominator from all university expenses (less grants) to all university compensation. Despite this change, the findings didn't change: TCU spends a greater percentage on retirement and other benefits, but this cannot make up for lackluster wages and salaries, and consequently, TCU is near the bottom in terms of total compensation.

* * *

So far the IRS Form 990 analysis has examined non-officer compensation. Now, we will turn attention to compensation of organization leaders. The compensation of these individuals must be reported in Part VII of IRS Form 990, as well as Part IX.5. Specifically: "Part VII, Section A, requires reporting of officers, directors, trustees, key employees, and up to five of the organization's highest compensated employees." (<https://www.irs.gov/pub/irs-pdf/i990.pdf>).

At TCU, the individuals listed in Part VII of the 2017 IRS Form 990, listing their names and titles as reported on the form and in order of appearance, are:

- Chancellor Victor J. Boschini Jr.
- All members of the Board of Trustees
- Vice Chancellor of Student Affairs Kathryn M. Cavins Tull
- Vice Chancellor of Human Resources Yohna J. Chambers
- Provost and Vice Chancellor of Academic Affairs Raymond Nowell Donovan
- Vice Chancellor of Finance & Administration Brian G. Gutierrez
- Vice Chancellor of Marketing & Communications Tracy D. Syler-Jones
- Board Secretary Jean M. Mrasek
- Vice Chancellor of University Advancement Donald J. Whelan Jr.
- Athletic Director Christopher Del Conte
- Athletic Director Jeremiah Donati
- Chief Investment Officer James R. Hille
- Chief Technology Officer Bryan C. Lucas
- Associate Vice Chancellor of Facilities & Campus Planning Todd S. Waldvogel
- Associate Vice Chancellor & Controller Cheryl K. Wilson
- Assistant Football Coach Sonny J. Cumbie
- Men's Basketball Coach James P. Dixon
- Dean of the Medical School Stuart D. Flynn
- Head Football Coach Gary A. Patterson
- Head Baseball Coach James M. Schlossnagle
- Former Men's Basketball Coach Trent A. Johnson

For simplicity, we will refer to this category as "Officer Compensation." It can be found in Part IX.5 of the IRS Form 990, and includes all compensation (wages, salaries, retirement, other benefits).

We will compare this category to all university expenses less grants (Table 6a), then to all university compensation (Table 6b). Then we will examine compensation of university presidents (Table 6c), including the ratio of pay for university presidents to that of average professors at all three tenurable ranks (Table 6d). We will conclude by examining the ratio of officer to non-officer compensation overall (Table 7a), and given the focus on retirement pay, we will examine the ratio of officer compensation to non-officer retirement contributions (Table 7b).

Table 6a
Comparison of Officer Compensation, as a Percentage of Total Expenses, at USNWR Private
Universities Ranked in Top 150 National Universities

	School	Officer compensation	Expenses (less grants)	Officer comp., as % of expenses less grants
1	Rensselaer	\$11,620,701	\$364,362,771	3.19%
2	Stevens Tech	\$6,408,329	\$222,778,023	2.88%
3	Samford	\$4,892,706	\$178,563,244	2.74%
4	Pepperdine	\$8,119,342	\$358,841,956	2.26%
5	TCU	\$11,405,792	\$537,913,993	2.12%
6	San Diego	\$6,927,938	\$329,131,867	2.10%
7	Marquette	\$7,874,330	\$409,272,148	1.92%
8	Yeshiva	\$4,110,000	\$241,213,141	1.70%
9	San Francisco	\$6,313,428	\$379,218,561	1.66%
10	Baylor	\$10,261,338	\$664,329,756	1.54%
11	Brandeis	\$5,256,471	\$342,611,155	1.53%
12	Elon	\$3,522,193	\$236,776,991	1.49%
13	Villanova	\$6,076,276	\$407,640,113	1.49%
14	Chapman	\$4,631,512	\$312,572,431	1.48%
15	St. Joseph	\$854,090	\$58,097,872	1.47%
16	Santa Clara	\$5,369,001	\$370,258,463	1.45%
17	Tulsa	\$2,891,380	\$200,030,054	1.45%
18	DePaul	\$7,512,515	\$526,141,058	1.43%
19	Catholic U of America	\$3,232,657	\$228,241,706	1.42%
20	Denver	\$6,524,830	\$459,192,517	1.42%
21	American	\$7,874,581	\$575,151,044	1.37%
22	Dayton	\$6,625,078	\$490,424,740	1.35%
23	Wake Forest	\$5,160,503	\$402,064,641	1.28%
24	Notre Dame	\$16,441,971	\$1,291,696,767	1.27%
25	SMU	\$7,047,851	\$556,858,352	1.27%
26	Duquesne	\$3,432,245	\$281,992,004	1.22%
27	Vanderbilt	\$13,501,745	\$1,134,646,349	1.19%
28	Rice	\$7,901,595	\$674,831,525	1.17%
29	Loyola Chicago	\$6,153,915	\$537,796,416	1.14%
30	Rochester Tech	\$5,197,394	\$466,012,489	1.12%
31	Lehigh	\$4,336,196	\$393,993,596	1.10%
32	Dartmouth	\$9,877,045	\$915,430,610	1.08%
33	Tufts	\$8,962,063	\$864,227,074	1.04%
34	St. Thomas	\$2,620,362	\$257,131,091	1.02%
35	Drake	\$1,380,075	\$149,538,089	0.92%
36	Howard	\$7,387,180	\$843,671,592	0.88%
37	Northeastern	\$10,400,384	\$1,175,835,572	0.88%
38	Northwestern	\$21,252,276	\$2,428,817,248	0.88%

	School	Officer compensation	Expenses (less grants)	Officer comp. as % of expenses
39	Tulane	\$8,012,000	\$934,785,000	0.86%
40	Creighton	\$3,152,528	\$375,053,307	0.84%
41	Fordham	\$5,279,442	\$630,740,703	0.84%
42	Princeton	\$13,734,000	\$1,647,863,914	0.83%
43	Brown	\$6,821,844	\$840,300,595	0.81%
44	Boston College	\$6,690,654	\$843,929,168	0.79%
45	Carnegie Mellon	\$8,518,214	\$1,146,651,994	0.74%
46	Duke	\$20,863,941	\$2,838,504,288	0.74%
47	George Washington	\$8,956,916	\$1,223,766,040	0.73%
48	Drexel	\$6,933,248	\$956,730,705	0.72%
49	Pennsylvania	\$43,657,430	\$6,080,634,215	0.72%
50	Case Western Reserve	\$6,176,156	\$988,806,131	0.62%
51	Georgetown	\$7,328,138	\$1,258,709,027	0.58%
52	Rochester	\$19,543,420	\$3,592,370,769	0.54%
53	Chicago	\$15,874,608	\$3,071,844,639	0.52%
54	Emory	\$18,936,623	\$3,621,799,669	0.52%
55	Miami	\$15,594,480	\$2,971,534,399	0.52%
56	Yale	\$17,930,212	\$3,644,780,296	0.49%
57	Syracuse	\$3,821,348	\$953,606,072	0.40%
58	Columbia	\$16,061,446	\$4,314,024,145	0.37%
59	Washington (STL)	\$11,360,502	\$3,063,469,096	0.37%
60	USC	\$16,497,133	\$4,793,675,693	0.34%
61	Boston University	\$5,588,092	\$1,756,900,804	0.32%
62	Cornell	\$12,450,021	\$3,946,937,769	0.32%
63	Johns Hopkins	\$17,362,000	\$5,411,301,000	0.32%
64	MIT	\$9,984,000	\$3,250,532,000	0.31%
65	Harvard	\$10,881,286	\$4,477,257,028	0.24%
66	NYU	\$14,015,205	\$6,213,517,903	0.23%
67	Stanford	\$10,501,948	\$5,607,242,598	0.19%
	Median	\$7,512,515	\$840,300,595	1.02%
	TCU minus median	\$3,893,277	-\$302,386,602	1.10%
	Median (peer institutions):	\$7,874,581	\$556,858,352	1.37%
	TCU minus median	\$3,531,211	-\$18,944,359	0.75%
	Median (without top USNWR):	\$6,809,296	\$537,855,205	1.18%
	TCU minus median	\$4,596,496	\$58,789	0.94%

Takeaway: Compared to other nationally-ranked private universities, TCU devotes much more of its total expenses to officer compensation.

Table 6b
Comparison of Officer Compensation, as a Percentage of All University Compensation, at
USNWR Private Universities Ranked in Top 150 National Universities

	School	Officer compensation	All university comp. expenses	Officer comp., as % of univ. comp. expenses
1	Rensselaer	\$11,620,701	\$204,843,541	5.67%
2	Samford	\$4,892,706	\$105,051,522	4.66%
3	Stevens Tech	\$6,408,329	\$138,743,057	4.62%
4	Pepperdine	\$8,119,342	\$197,233,680	4.12%
5	TCU	\$11,405,792	\$282,947,568	4.03%
6	Yeshiva	\$4,110,000	\$121,304,472	3.39%
7	San Diego	\$6,927,938	\$221,635,036	3.13%
8	Marquette	\$7,874,330	\$261,277,112	3.01%
9	Brandeis	\$5,256,471	\$191,792,316	2.74%
10	Baylor	\$10,261,338	\$384,101,332	2.67%
11	Elon	\$3,522,193	\$136,858,752	2.57%
12	San Francisco	\$6,313,428	\$249,056,742	2.53%
13	Tulsa	\$2,891,380	\$118,590,312	2.44%
14	American	\$7,874,581	\$323,994,452	2.43%
15	Santa Clara	\$5,369,001	\$223,153,832	2.41%
16	Chapman	\$4,631,512	\$193,124,140	2.40%
17	Dayton	\$6,625,078	\$277,556,307	2.39%
18	DePaul	\$7,512,515	\$326,957,822	2.30%
19	Denver	\$6,524,830	\$287,750,754	2.27%
20	Villanova	\$6,076,276	\$271,238,941	2.24%
21	Catholic U of America	\$3,232,657	\$144,888,466	2.23%
22	SMU	\$7,047,851	\$316,484,369	2.23%
23	St. Joseph	\$854,090	\$39,187,018	2.18%
24	Notre Dame	\$16,441,971	\$760,422,799	2.16%
25	Wake Forest	\$5,160,503	\$250,705,705	2.06%
26	Vanderbilt	\$13,501,745	\$661,180,074	2.04%
27	Dartmouth	\$9,877,045	\$506,824,396	1.95%
28	Rice	\$7,901,595	\$406,482,788	1.94%
29	Duquesne	\$3,432,245	\$180,486,579	1.90%
30	Loyola Chicago	\$6,153,915	\$327,892,276	1.88%
31	Lehigh	\$4,336,196	\$238,109,075	1.82%
32	Howard	\$7,387,180	\$411,787,021	1.79%
33	Tufts	\$8,962,063	\$548,695,387	1.63%
34	Northeastern	\$10,400,384	\$656,340,821	1.58%
35	Northwestern	\$21,252,276	\$1,420,530,610	1.50%
36	St. Thomas	\$2,620,362	\$177,178,832	1.48%
37	Tulane	\$8,012,000	\$544,412,000	1.47%
38	Princeton	\$13,734,000	\$947,951,000	1.45%

	School	Officer compensation	All university comp. expenses	Officer comp., as % of all univ. comp.
39	Drake	\$1,380,075	\$95,429,316	1.45%
40	Fordham	\$5,279,442	\$379,046,173	1.39%
41	Brown	\$6,821,844	\$491,508,380	1.39%
42	Rochester Tech	\$5,197,394	\$382,043,026	1.36%
43	Creighton	\$3,152,528	\$233,227,243	1.35%
44	Case Western Reserve	\$6,176,156	\$480,116,211	1.29%
45	George Washington	\$8,956,916	\$701,773,521	1.28%
46	Boston College	\$6,690,654	\$526,990,336	1.27%
47	Duke	\$20,863,941	\$1,691,039,639	1.23%
48	Pennsylvania	\$43,657,430	\$3,649,456,000	1.20%
49	Drexel	\$6,933,248	\$589,831,461	1.18%
50	Carnegie Mellon	\$8,518,214	\$783,673,732	1.09%
51	Georgetown	\$7,328,138	\$729,200,167	1.00%
52	Emory	\$18,936,623	\$1,996,686,509	0.95%
53	Rochester	\$19,543,420	\$2,166,644,871	0.90%
54	Miami	\$15,594,480	\$1,783,808,870	0.87%
55	Chicago	\$15,874,608	\$1,982,326,402	0.80%
56	Yale	\$17,930,212	\$2,310,815,635	0.78%
57	Syracuse	\$3,821,348	\$571,515,855	0.67%
58	Washington (STL)	\$11,360,502	\$1,798,726,642	0.63%
59	USC	\$16,497,133	\$2,776,301,988	0.59%
60	MIT	\$9,984,000	\$1,746,719,000	0.57%
61	Columbia	\$16,061,446	\$2,970,923,538	0.54%
62	Boston University	\$5,588,092	\$1,133,991,124	0.49%
63	Johns Hopkins	\$17,362,000	\$3,599,792,000	0.48%
64	Harvard	\$10,881,286	\$2,360,350,545	0.46%
65	Cornell	\$12,450,021	\$2,706,348,949	0.46%
66	NYU	\$14,015,205	\$3,831,467,461	0.37%
67	Stanford	\$10,501,948	\$3,495,401,500	0.30%
Median		\$7,512,515	\$411,787,021	1.58%
TCU minus median		\$3,893,277	-\$128,839,453	2.45%
Median (peer institutions):		\$7,874,581	\$316,484,369	2.24%
TCU minus median		\$3,531,211	-\$33,536,801	1.79%
Median (without top USNWR):		\$6,809,296	\$325,476,137	1.92%
TCU minus median		\$4,596,496	-\$42,528,569	2.11%

Takeaway: Compared to other nationally-ranked private universities, TCU devotes much more of its “compensation pie” to officer compensation.

Table 6c
Comparison of President Compensation, at USNWR Private Universities Ranked in Top 150
National Universities

	School	President Compensation
1	Rensselaer	\$5,155,038
2	Pennsylvania	\$2,930,315
3	Johns Hopkins	\$2,688,212
4	TCU	\$2,644,209
5	USC	\$2,404,232
6	Columbia	\$2,211,069
7	Northwestern	\$1,788,821
8	NYU	\$1,693,407
9	Washington (STL)	\$1,661,242
10	Case Western Reserve	\$1,637,503
11	Northeastern	\$1,635,770
12	<u>Cornell</u>	<u>\$1,618,328</u>
13	<u>Carnegie Mellon</u>	<u>\$1,608,582</u>
14	Rochester	\$1,605,726
15	Boston University	\$1,599,632
16	Miami	\$1,572,018
17	Vanderbilt	\$1,533,994
18	Chicago	\$1,512,617
19	Wake Forest	\$1,475,014
20	Chapman	\$1,474,954
21	Yale	\$1,472,513
22	SMU	\$1,429,690
23	Baylor	\$1,362,956
24	Stanford	\$1,326,413
25	Brown	\$1,319,174
26	Duke	\$1,273,594
27	Dartmouth	\$1,247,041
28	Rice	\$1,233,413
29	George Washington	\$1,230,670
30	MIT	\$1,173,954
31	Harvard	\$1,172,930
32	Elon	\$1,165,660
33	Emory	\$1,158,836
34	Drexel	\$1,109,566
35	Tufts	\$1,088,871
36	Tulane	\$1,088,000
37	Howard	\$1,083,167
38	Stevens Tech	\$1,062,863
39	Notre Dame	\$1,018,001

	School	Pres. comp.
<u>40</u>	<u>American</u>	<u>\$1,008,509</u>
41	Rochester Tech	\$993,886
42	Princeton	\$970,900
43	Marquette	\$968,349
44	Brandeis	\$885,305
<u>45</u>	<u>DePaul</u>	<u>\$870,428</u>
46	Lehigh	\$857,196
47	Denver	\$855,840
48	Georgetown	\$849,992
49	Syracuse	\$813,539
50	San Diego	\$808,574
<u>51</u>	<u>Yeshiva</u>	<u>\$792,656</u>
52	Dayton	\$775,438
53	Tulsa	\$752,227
54	St. Thomas	\$724,178
55	Pepperdine	\$684,528
56	Loyola Chicago	\$676,386
57	Catholic U of America	\$568,216
58	Drake	\$537,305
59	Duquesne	\$433,812
60	Samford	\$417,736
61	San Francisco	\$0
62	Santa Clara	\$0
63	Villanova	\$0
64	Fordham	\$0
65	Creighton	\$0
66	Boston College	\$0
Median		\$1,173,442
TCU minus median		\$1,470,767
Median (peer institutions):		\$1,088,000
TCU minus median		\$1,556,209
Median (without top USNWR):		\$1,088,000
TCU minus median		\$1,556,209

Notes. Compensation figures taken from Chronicle of Higher Education president salary database (https://www.chronicle.com/interactives/executive-compensation#id=table_private_2017). Values are from 2017 compensation, with the exception of values in underlined italics. For these values, 2017 featured a transition in presidential leadership. In these cases, values were used from the most recent year with no such transition. Presidents at some Catholic universities earn \$0; in other cases, salaries are devoted to a religious order. Median calculations include the latter (which are listed in the Chronicle database), but not the former. Compensation from University of Saint Joseph did not appear to be available and thus was not included.

Table 6d

Ratio of President Compensation to Tenurable Professor Average Compensation, at USNWR
Private Universities Ranked in Top 150 National Universities

	School	President compensation divided by average <u>full</u> prof compensation	President compensation divided by average <u>associate prof</u> compensation	President compensation divided by average <u>assistant prof</u> compensation
1	Rensselaer	24.95	35.48	38.07
2	TCU	13.76	18.53	22.78
3	Johns Hopkins	11.21	15.59	19.02
4	USC	9.72	14.41	16.56
5	Pennsylvania	10.22	14.87	15.95
6	Wake Forest	7.78	11.02	14.21
7	Columbia	6.99	10.31	13.84
8	Case Western Reserve	8.71	12.51	13.38
9	Miami	7.67	11.07	12.86
10	Rochester	7.77	11.35	12.18
11	Washington (STL)	6.60	10.59	12.17
12	Carnegie Mellon	7.79	11.16	12.09
13	Vanderbilt	6.42	10.56	12.07
14	Elon	8.15	10.92	11.89
15	Chapman	7.64	10.24	11.88
16	Northwestern	6.60	9.89	11.55
17	Boston University	6.65	9.29	11.49
18	Northeastern	7.08	10.11	11.36
19	Baylor	7.56	10.14	11.31
20	NYU	5.83	9.94	11.21
21	Brown	5.73	8.66	10.84
22	Howard	7.26	9.50	10.66
23	SMU	6.53	9.75	10.39
24	George Washington	5.50	8.30	9.90
25	Cornell	6.72	9.02	9.80
26	Yale	5.29	8.57	9.74
27	Dartmouth	4.76	7.13	9.48
28	Chicago	5.24	8.97	9.24
29	Rochester Tech	5.99	7.78	8.95
30	Drexel	5.67	7.59	8.90
31	American	4.75	7.25	8.77
32	Tufts	5.20	7.33	8.72
33	Rice	5.01	7.87	8.69
34	Marquette	5.90	7.44	8.68
35	Tulane	5.77	9.01	8.45
36	Duke	4.60	6.88	8.43
37	DePaul	5.10	6.82	8.15

	School	Pres. / full comp	Pres. / assoc. comp	Pres / assist. comp
38	Denver	4.98	6.52	8.12
39	Emory	4.93	7.40	8.09
40	Stevens Tech	5.42	6.94	8.07
41	Dayton	5.09	6.75	7.87
42	Brandeis	4.52	6.20	7.77
43	St. Thomas (MN)	5.17	6.49	7.53
44	Yeshiva	4.48	6.14	7.43
45	Stanford	4.24	6.20	7.34
46	San Diego	4.49	6.00	7.28
47	Harvard	3.84	6.57	7.18
48	Notre Dame	4.30	6.18	7.13
49	Syracuse	4.58	5.71	7.11
50	MIT	4.08	5.93	6.95
51	Tulsa	4.68	6.65	6.92
52	Lehigh	4.12	6.03	6.71
53	Drake	4.32	5.64	6.63
54	Princeton	3.03	5.08	6.35
55	Catholic U of America	4.04	5.36	6.20
56	Loyola Chicago	3.40	4.98	5.75
57	Georgetown	3.41	5.01	5.74
58	Pepperdine	3.70	4.40	5.47
59	Duquesne	3.03	3.74	4.57
60	Samford	3.13	4.20	4.53
Median		5.36	7.69	8.84
TCU minus median		8.41	10.85	13.95
Median (peers):		5.77	9.01	9.90
TCU minus median		7.99	9.52	12.88
Median (without top USNWR):		5.50	7.59	8.72
TCU minus median		8.26	10.94	14.06

Notes. Sorted by the ratio for assistant professors. This chart does not include the seven Catholic universities where the president makes \$0. See Table 6c and its note.

Summary with regard to officer compensation: We believe these tables speak for themselves. To frame interpretation of these tables, two quotes are worth mentioning. The first is from the 2014 TCU Promise report (<https://fsn.tcu.edu/wp-content/uploads/2018/06/Final-TCU-Promise-Task-Force-Report.pdf>, p. 13):

We also readily acknowledge that the success of the TCU football team under [Gary Patterson's] leadership has likely done more to raise the national profile of the university than anything else in recent history. 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.

We suggest that the same line of thought could extend to TCU's executive leadership beyond athletics. They deserve much appreciation for TCU's rising national popularity and growth over the past decade. But likewise, they also bear at least some responsibility for TCU's diminished academic profile in recent years, which has fallen from #76 at the time of the 2014 TCU Promise report to #97 in the 2020 USNWR rankings.

Our intent here is not to besmirch those leaders who spend countless hours serving the university; to the contrary, we express our appreciation for the many things they do that serve the TCU community. At the same time, we think that the lavish compensation received by officers should produce meaningful conversation about the alignment between TCU's stated strategic goals and its budgetary emphases, particularly when considered alongside below average compensation for faculty (and, as suggested by the IRS Form 990 data, staff).

Second, the 2019-20 AAUP Faculty Compensation Survey Results introduction notes:

Presidential salary. *Salary growth for college and university presidents continues to outpace growth for full-time faculty across all institutional categories. Presidential salaries at doctoral and master's institutions increased 6 percent since 2018–19, while presidential salaries at baccalaureate and associate's institutions increased 3 percent and 9 percent, respectively. Median salaries in 2019–20 range from around \$230,000 for public associate's institutions to nearly \$800,000 at private-independent doctoral universities. Ratios of presidents' to full professors' salaries range from just over three to one in public associate's institutions to over five to one in private-independent doctoral institutions.*

By comparison, Chancellor Boschini's salary is almost 14 times that of the average TCU full professor (see Table 6d).

In the final tables, we consider the overall comparison between the pool of all officer compensation and all non-officer compensation (Table 7a), and then we consider the comparison between officer compensation and retirement contributions to non-officers (Table 7b). The latter is particularly noteworthy because these expense categories are of roughly similar size at some institutions. Finally, Table 7c considers what some of these numbers have looked like over time at TCU.

Table 7a

**Ratio of Non-Officer Total Compensation to Officer Total Compensation, at USNWR Private
Universities Ranked in Top 150 National Universities**

	School	Officer total compensation	Non-officer total compensation	Ratio of non-officer compensation to officer compensation
1	Stanford	\$10,501,948	\$3,327,797,635	316.9
2	NYU	\$14,015,205	\$3,660,879,615	261.2
3	Cornell	\$12,450,021	\$2,647,396,104	212.6
4	Harvard	\$10,881,286	\$2,232,971,519	205.2
5	Johns Hopkins	\$17,362,000	\$3,463,254,000	199.5
6	Boston University	\$5,588,092	\$1,058,167,586	189.4
7	Columbia	\$16,061,446	\$2,826,913,657	176.0
8	MIT	\$9,984,000	\$1,642,849,000	164.5
9	USC	\$16,497,133	\$2,664,358,378	161.5
10	Washington (STL)	\$11,360,502	\$1,681,462,114	148.0
11	Syracuse	\$3,821,348	\$539,281,930	141.1
12	Yale	\$17,930,212	\$2,172,322,716	121.2
13	Chicago	\$15,874,608	\$1,872,599,031	118.0
14	Miami	\$15,594,480	\$1,685,435,515	108.1
15	Rochester	\$19,543,420	\$2,036,447,590	104.2
16	Emory	\$18,936,623	\$1,867,131,963	98.6
17	Georgetown	\$7,328,138	\$686,159,726	93.6
18	Carnegie Mellon	\$8,518,214	\$736,935,179	86.5
19	Drexel	\$6,933,248	\$551,679,589	79.6
20	Pennsylvania	\$43,657,430	\$3,408,540,459	78.1
21	Duke	\$20,863,941	\$1,575,363,218	75.5
22	Boston College	\$6,690,654	\$494,930,354	74.0
23	Case Western Reserve	\$6,176,156	\$450,797,794	73.0
24	George Washington	\$8,956,916	\$653,588,906	73.0
25	Creighton	\$3,152,528	\$218,462,816	69.3
26	Rochester Tech	\$5,197,394	\$357,830,757	68.8
27	Fordham	\$5,279,442	\$355,380,312	67.3
28	Brown	\$6,821,844	\$459,086,359	67.3
29	Princeton	\$13,734,000	\$888,410,000	64.7
30	Drake	\$1,380,075	\$88,999,181	64.5
31	Tulane	\$8,012,000	\$509,047,000	63.5
32	St. Thomas	\$2,620,362	\$165,388,156	63.1
33	Northwestern	\$21,252,276	\$1,330,235,833	62.6
34	Northeastern	\$10,400,384	\$614,192,947	59.1
35	Tufts	\$8,962,063	\$512,997,968	57.2
36	Howard	\$7,387,180	\$381,894,430	51.7
37	Lehigh	\$4,336,196	\$221,741,806	51.1
38	Loyola Chicago	\$6,153,915	\$304,129,558	49.4

	School	Officer total compensation	Non-officer total compensation	Ratio, non-officer comp. to officer comp.
39	Duquesne	\$3,432,245	\$168,862,642	49.2
40	Rice	\$7,901,595	\$379,297,751	48.0
41	Dartmouth	\$9,877,045	\$470,056,581	47.6
42	Vanderbilt	\$13,501,745	\$612,547,670	45.4
43	Wake Forest	\$5,160,503	\$231,847,983	44.9
44	Notre Dame	\$16,441,971	\$711,774,576	43.3
45	St. Joseph	\$854,090	\$36,158,022	42.3
46	SMU	\$7,047,851	\$293,560,949	41.7
47	Catholic U of America	\$3,232,657	\$134,354,036	41.6
48	Villanova	\$6,076,276	\$250,860,439	41.3
49	Denver	\$6,524,830	\$266,272,341	40.8
50	DePaul	\$7,512,515	\$301,925,398	40.2
51	Dayton	\$6,625,078	\$255,744,482	38.6
52	Chapman	\$4,631,512	\$178,468,683	38.5
53	Santa Clara	\$5,369,001	\$205,551,630	38.3
54	American	\$7,874,581	\$299,022,312	38.0
55	Tulsa	\$2,891,380	\$109,655,690	37.9
56	San Francisco	\$6,313,428	\$229,583,843	36.4
57	Elon	\$3,522,193	\$126,022,323	35.8
58	Baylor	\$10,261,338	\$354,242,421	34.5
59	Brandeis	\$5,256,471	\$175,370,034	33.4
60	Marquette	\$7,874,330	\$240,712,573	30.6
61	San Diego	\$6,927,938	\$203,386,823	29.4
62	Yeshiva	\$4,110,000	\$110,285,261	26.8
63	TCU	\$11,405,792	\$258,593,090	22.7
64	Pepperdine	\$8,119,342	\$178,079,195	21.9
65	Stevens Tech	\$6,408,329	\$126,050,919	19.7
66	Samford	\$4,892,706	\$94,605,555	19.3
67	Rensselaer	\$11,620,701	\$183,172,375	15.8
Median		\$7,512,515	\$381,894,430	59.1
TCU minus median		\$3,893,277	-\$123,301,340	-36.4
Median (peers):		\$7,874,581	\$293,560,949	41.3
TCU minus median		\$3,531,211	-\$34,967,859	-18.6
Median (w/o top USNWR):		\$6,809,296	\$300,473,855	48.6
TCU minus median		\$4,596,496	-\$41,880,765	-25.9

Takeaway: At TCU, for every dollar devoted to officer compensation, about \$23 goes to non-officer compensation. In comparison to other nationally-ranked private schools, this tilts greatly in favor of officers (placing TCU at the 6th percentile).

Table 7b
Comparison of Non-Officer Employer Retirement Contributions to Officer Total Compensation, at USNWR Private Universities Ranked in Top 150 National Universities

	School	Officer total compensation	Non-officer retirement contributions	Ratio of retirement to officer comp.
1	Stanford	\$10,501,948	\$176,835,952	16.84
2	Harvard	\$10,881,286	\$153,904,229	14.14
3	Johns Hopkins	\$17,362,000	\$238,801,000	13.75
4	Boston University	\$5,588,092	\$75,639,845	13.54
5	USC	\$16,497,133	\$208,359,755	12.63
6	NYU	\$14,015,205	\$173,893,668	12.41
7	Columbia	\$16,061,446	\$179,337,866	11.17
8	Yale	\$17,930,212	\$181,999,739	10.15
9	Syracuse	\$3,821,348	\$33,843,603	8.86
10	Miami	\$15,594,480	\$124,757,017	8.00
11	MIT	\$9,984,000	\$79,255,000	7.94
12	Washington (STL)	\$11,360,502	\$83,013,644	6.26
13	Georgetown	\$7,328,138	\$45,907,708	6.02
14	Cornell	\$12,450,021	\$74,914,279	5.95
15	Chicago	\$15,874,608	\$94,407,071	5.92
16	Case Western Reserve	\$6,176,156	\$36,579,389	5.84
17	Emory	\$18,936,623	\$110,557,057	5.28
18	Rochester	\$19,543,420	\$103,255,984	4.79
19	Duke	\$20,863,941	\$99,871,020	4.52
20	Princeton	\$13,734,000	\$62,013,000	4.47
21	Pennsylvania	\$43,657,430	\$195,008,000	4.46
22	Drexel	\$6,933,248	\$30,950,931	4.39
23	Carnegie Mellon	\$8,518,214	\$37,387,110	4.34
24	George Washington	\$8,956,916	\$38,895,610	4.34
25	Rochester Tech	\$5,197,394	\$21,456,682	4.13
26	Boston College	\$6,690,654	\$26,802,300	4.01
27	Brown	\$6,821,844	\$26,605,582	3.90
28	Northwestern	\$21,252,276	\$81,951,082	3.86
29	Loyola Chicago	\$6,153,915	\$23,288,475	3.78
30	Fordham	\$5,279,442	\$19,899,410	3.77
31	St. Thomas	\$2,620,362	\$9,537,792	3.64
32	Tufts	\$8,962,063	\$31,727,019	3.54
33	Drake	\$1,380,075	\$4,732,182	3.43
34	Lehigh	\$4,336,196	\$14,418,103	3.33
35	Rice	\$7,901,595	\$25,357,190	3.21
36	Northeastern	\$10,400,384	\$31,687,393	3.05
37	Creighton	\$3,152,528	\$9,188,886	2.91

	School	Officer compensation	Non-officer retirement	Ratio of retirement to officer comp.
38	Tulane	\$8,012,000	\$22,788,000	2.84
39	Wake Forest	\$5,160,503	\$14,445,073	2.80
40	Notre Dame	\$16,441,971	\$45,946,422	2.79
41	Santa Clara	\$5,369,001	\$14,815,044	2.76
42	Dartmouth	\$9,877,045	\$26,315,475	2.66
43	St. Joseph	\$854,090	\$2,211,246	2.59
44	SMU	\$7,047,851	\$17,969,698	2.55
45	Duquesne	\$3,432,245	\$8,616,416	2.51
46	Villanova	\$6,076,276	\$15,189,557	2.50
47	Dayton	\$6,625,078	\$16,259,308	2.45
48	Baylor	\$10,261,338	\$25,071,243	2.44
49	San Diego	\$6,927,938	\$16,916,980	2.44
50	Catholic U of America	\$3,232,657	\$7,824,814	2.42
51	Samford	\$4,892,706	\$11,651,284	2.38
52	San Francisco	\$6,313,428	\$14,734,000	2.33
53	DePaul	\$7,512,515	\$16,967,213	2.26
54	American	\$7,874,581	\$17,401,284	2.21
55	Vanderbilt	\$13,501,745	\$28,592,835	2.12
56	Chapman	\$4,631,512	\$9,133,993	1.97
57	Elon	\$3,522,193	\$6,850,142	1.94
58	Brandeis	\$5,256,471	\$9,839,943	1.87
59	Denver	\$6,524,830	\$12,184,884	1.87
60	TCU	\$11,405,792	\$18,197,806	1.60
61	Marquette	\$7,874,330	\$11,111,300	1.41
62	Pepperdine	\$8,119,342	\$10,095,886	1.24
63	Howard	\$7,387,180	\$8,360,433	1.13
64	Stevens Tech	\$6,408,329	\$6,229,710	0.97
65	Rensselaer	\$11,620,701	\$10,336,389	0.89
66	Yeshiva	\$4,110,000	\$3,045,828	0.74
67	Tulsa	\$2,891,380	\$1,243,427	0.43
	Median	\$7,512,515	\$25,071,243	3.33
	TCU minus median	\$3,893,277	-\$6,873,437	-1.73
	Median (peer institutions):	\$7,874,581	\$17,969,698	2.55
	TCU minus median	\$3,531,211	\$228,108	-0.95
	Median (without top USNWR):	\$6,809,296	\$17,685,491	2.80
	TCU minus median	\$4,596,496	\$512,315	-1.20

Takeaway: For every dollar paid to an officer, TCU pays \$1.60 toward retirement for non-officers, the most lopsided ratio of any private school that plays D1 football—and this was at the 11.5% rate. This is far below the majority of nationally-ranked private universities (TCU is at the 10th percentile).

Table 7c
TCU Trends Over Time: Raw Dollars

Year	Total Revenue	Expenses - Aid	All univ. compensation	Officer compensation	President	Retirement
2017	\$848,836,716	\$537,913,993	\$282,947,568	\$11,405,792	\$2,644,209	\$18,197,806
2016	\$780,120,449	\$501,861,150	\$263,030,403	\$10,034,042	\$2,864,303	\$16,533,155
2015	\$674,005,201	\$464,058,102	\$242,168,323	\$8,524,717	\$1,578,750	\$15,981,661
2014	\$701,404,157	\$423,352,250	\$226,396,529	\$7,621,556	\$1,324,540	\$14,953,759
2013	\$637,593,857	\$372,176,578	\$212,380,371	\$6,790,584	\$1,364,696	\$13,960,978
2012	\$549,758,910	\$353,089,801	\$205,395,613	\$6,276,397	\$1,150,966	\$15,837,052
2011	\$441,642,790	\$354,069,106	\$207,308,108	\$5,727,890	\$876,924	\$31,254,161
2010	\$546,635,840	\$315,696,341	\$179,389,519	\$5,406,329	\$884,875	\$13,393,624
2009	\$391,422,448	\$297,182,240	\$172,541,559	\$4,643,534	\$780,848	\$17,326,088

Table 7d
TCU Trends Over Time: Percentages

Year	Expenses - aid as % of revenue	All univ. comp as % of expenses minus aid	Officer compensation as % of all univ. comp.	President as % of all univ. comp.	Retirement as % of all univ. comp.
2017	63.4%	52.6%	4.03%	0.93%	6.43%
2016	64.3%	52.4%	3.81%	1.09%	6.29%
2015	68.9%	52.2%	3.52%	0.65%	6.60%
2014	60.4%	53.5%	3.37%	0.59%	6.61%
2013	58.4%	57.1%	3.20%	0.64%	6.57%
2012	64.2%	58.2%	3.06%	0.56%	7.71%
2011	80.2%	58.6%	2.76%	0.42%	15.08%
2010	57.8%	56.8%	3.01%	0.49%	7.47%
2009	75.9%	58.1%	2.69%	0.45%	10.04%

Tentative Conclusions:

- The permanent cuts to current employee benefits announced in April and May of 2020 were unexpected and shocking. As the current financial crisis is temporary, so should be the cuts. Otherwise, **as the data clearly show, TCU will fall even further behind its cohort in providing fair and competitive compensation for its employees.**
- For recruitment and retention, TCU's primary compensation advantage has been its attractive benefits package, particularly regarding retirement. That advantage is now gone. **Our salaries, retirement benefit contributions, and combined pay are not competitive across the broad spectrum of nationally-ranked private universities, including our institutional peers and aspirants.**
- This comparison matters for several reasons perhaps, but it especially matters in light of Vision in Action strategic goal #1, to strengthen our academic profile and reputation. **Without the compensation packages that will attract and retain excellent professors, TCU is unlikely to enhance its national academic brand; this is all the more the case given that the U.S. News & World Report rankings include professor salaries in their classification formula.**
- To emphasize and extend the point: **TCU is unlikely to attract and retain excellent faculty if it offers compensation packages below the market value of those faculty, perhaps particularly given the skyrocketing cost of living in the Fort Worth area.**
- The TCU administration has framed the permanent retirement contribution rate reduction as a necessary response to the COVID-19 crisis. It would be inappropriate to minimize the magnitude of this crisis, and yet it is worth noting that other universities have responded with *temporary* reductions in their employer retirement contribution rates (<https://www.insidehighered.com/news/2020/05/21/more-institutions-are-suspending-or-cutting-retirement-plan-contributions>), and likewise, the salary reductions for athletic and executive leadership have been framed as voluntary and temporary. Indeed, **a temporary crisis should produce temporary cuts.**
- The TCU Board of Trustees appears to emphasize executive and athletic compensation rather than the compensation of faculty and student-facing staff. **It is long past time to have a frank conversation about whether these budgetary emphases align with our strategic goals. The Task Force on the budget, called for by the Faculty Senate's 2020 resolution on benefits, seems like a prime opportunity to have such a conversation.**
- **This report examines only the financial side of this matter.** The cultural side of these things is equally, if not more, important. TCU faculty have devoted much of their life and hearts to TCU, particularly during the difficulties wrought by the COVID-19 pandemic. To receive news of permanent cuts to compensation has been

difficult. That these cuts occurred without following the shared governance recommendations of the TCU Faculty Senate (as expressed in its 2013, 2018, and 2020 resolutions on employee benefits) has further produced a sense of frustration among many faculty. **This is attested, in part, by the over 300 faculty and staff (mostly current, but some retired) who have signed the open letter to the Board and administration**

(<https://docs.google.com/forms/d/e/1FAIpQLSdb3PxnFGW8B7Kxuhcx9XtFVkJQXhme12ndIrFa0X7ZSNv1ldg/viewform>).

- **We offer this report as one data-based contribution to the conversation.** The intent of this report is not to annoy, rankle, or agitate against TCU's leadership. We value their contributions to the university, and our preference is to work *with* the leadership, together as "Team TCU." We believe we can best do that when we make decisions dispassionately, with all available data on hand, in light of our strategic goals.
- **Therefore, we invite sharing of additional data that might either support or refute the claims offered here.** Together, the original Faculty Senate report and this addition provide over 100 pages of data regarding compensation and benefits. These data are drawn from reputable sources, including U.S. News & World Report, the Chronicle of Higher Education, the AAUP, and the IRS. We note that the TCU administration's response to this has been brief and not particularly data-based. We have heard claims along the lines of, "you have that data that says one thing, other people have data that says another." One piece of 'data' offered in refutation of the claims of the Faculty Senate report is the high number of applicants for jobs at TCU, but we note that this is not a good proxy for whether TCU offers compensation that is "too rich" or not, because it says nothing about (a) the quality of the applicants that apply or (b) whether we lose high quality applicants to other institutions during the interview, offer, and bargaining process (or whether we are able to retain them long-term). **So, we invite others, including the TCU Board of Trustees and the TCU administration, to offer any data pertinent to this matter, and particularly data that would challenge our claims here. As professors, we are not content to shrug our shoulders in the face of competing data-based claims; rather, such an occurrence, which is common in academic matters, calls for further scrutiny and debate to arrive at the best possible conclusions.**
- TCU will function best when we focus on solving problems, based on the available evidence, with the intent of moving toward our strategic goals. **This also facilitates shared governance, which can only happen in the presence of shared information.**