

Northwestern University
Minutes of the Faculty Senate
Guild Lounge - Evanston, Wieboldt Hall 421 - Chicago
May 3, 2017

The regular monthly meeting of the Northwestern University Faculty Senate was held on May 3, 2017, at Guild Lounge in Evanston with videoconferencing to the Chicago campus in Wieboldt Hall 421. A number of Senators participated remotely. President Laurie Zoloth called the meeting to order at 5:32 p.m. A quorum was not present.

The President welcomed the Senate and gave a report. A quorum was then noted. The President announced that elections for President Elect of the Faculty Senate would take place at the regular June meeting of the Faculty Senate and called for nominations. Past President Edward F.X. Hughes nominated Senator Baron Reed.

The President introduced the guest speaker, Boston College Canisius Professor of Theology James F. Keenan, S.J., who spoke on “Ethics in the University.”

The Senate heard a report on research faculty from Assistant Provost for Faculty Andrea Bueschel and Director of Faculty Information Alex Rot.

The Senate heard reports from standing committee chairs. The Educational Affairs Committee presented seven resolutions on academic calendar changes. The resolutions were adopted as follows:

Resolution #1

Whereas, Many students have difficulty securing and participating in summer internship and study-abroad programs due to the late completion of the Spring Quarter; be it

Resolved, That the University be asked to develop a system whereby students, subject to approval from their instructors, can have their final exams remotely proctored without imposing undue logistical burdens on either faculty or students

Resolution #2

Whereas, Students who participate in summer programs that begin before the end of the Spring Quarter face the heavy burden of simultaneously managing their final exams, moving to a new location, and beginning the activities of their summer program; and

Whereas, Faculty are prohibited by the colleges and schools of the university from offering early final exams for their courses; be it

Resolved, That the colleges and schools of the University be asked to revise their policies, in consultation with the Registrar, so that faculty have the option of offering a final exam at a date or time earlier than the one scheduled for their course to students who provide clear evidence of a compelling need for such an exception.

Resolution #3

Whereas, The final exam period currently is Monday through Saturday of the week after the end of classes;

Whereas, In practice, exams are given Monday through Friday of that week; and

Whereas, The length of the final exam period is intended to prevent students from having more than two exams in a single day; be it

Resolved, That the Registrar be asked to investigate whether the final exam period can be reduced to Monday through Thursday of the week after classes end, while continuing to prevent students from having more than two exams in a day.

Resolution #4

Whereas, The current calendar includes a long stretch of instructional time from January to June, with relatively little time off; be it

Resolved, That the University be asked to make the Monday after Spring Break a holiday. [N.B. 3 and 4 combine to extend Spring Break to 11 days.]

Resolution #5

Whereas, Commencement currently is held a week after the conclusion of the Spring Quarter; and

Whereas, Many non-graduating students and many faculty have typically left campus before Commencement; be it

Resolved, That the University be asked to move Commencement to the day after Spring Quarter

final exams end. [N.B. If 3 is adopted, this could be as early as Friday of finals week.]

Resolution #6

Whereas, The number of students who remain on campus during Spring Break is likely to increase as more international and Pell-eligible students enroll; and

Whereas, Many students are reluctant to take courses that are unfamiliar for fear of damage to their GPA; be it

Resolved, That the various colleges and schools of the University be invited to devise 0.5 credit courses to be held during Spring Break, on a P/N basis only, and for which faculty participation will be voluntary and compensated with a stipend.

Resolution #7

Whereas, The Winter and Spring Quarters are typically nine weeks and three or four days (excluding final exams), while the Fall Quarter is typically ten weeks and two days (excluding final exams); be it

Resolved, That the University be asked to reduce the Fall Quarter to nine weeks and three or four days (excluding final exams) by converting the entire Thanksgiving week into a holiday.

Following this report, the April 2017 regular meeting minutes were approved.

The President acknowledged the service of Senate Parliamentarian Roger Boye for whom this meeting would be the last of the year.

The Faculty Handbook Committee presented a revision on harassment for second reading. The following additions to the Faculty Handbook were adopted:

The **yellow bolded text** and track changes (below) represent the Handbook Committee's recommended additions to the Faculty Handbook.

Policies on Discrimination and Harassment – pp 16-17 Faculty Handbook

Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex,

sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship, veteran status, or genetic information in matters of admissions, employment, housing, or services or in the educational programs or activities it operates. Harassment, whether verbal, physical or visual, ~~which~~ that is based on any of these characteristics is a form of discrimination. This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual's academic or work performance, or creating what a reasonable person would perceive is an intimidating, hostile, or offensive environment. All members of the Northwestern community – faculty, staff, students, and contracted vendors – share a collective responsibility for creating a discrimination-free environment.

Northwestern University does not permit any form of harassment, whether or not linked to discrimination, by any member of its community against any individual or group. Abusive verbal, physical or visual conduct that has a level of intensity that interferes unreasonably with an individual's or group's academic or work performance or creates what a reasonable person would perceive is an intimidating, hostile, or offensive environment is prohibited harassment.

While Northwestern University is committed to the principles of free inquiry and free expression, discrimination and harassment identified in this policy are neither legally protected expression nor the proper exercise of academic freedom (see the section on academic freedom on p.6 of this handbook).

Faculty may find further information about these policies via the Office of Human Resources web site (<http://www.northwestern.edu/hr/equalopp-access/equalemploymentopportunity/nondiscrimination.html>).

The Governance Committee presented a resolution to include librarian faculty in faculty governance for second reading. A motion was made by Senator Carol Simpson Stern to strike out the first and third paragraphs of the resolution, and to strike out “University Faculty Assembly and” from the title. The motion passed. The following was adopted subsequent to the receipt of votes by email:

A Resolution to Establish the Membership of Librarian Faculty in the Faculty Senate

Resolved, That the following be inserted in Article II, Section 1 of the Bylaws of the Faculty Senate immediately after the second sentence: “The University Libraries shall elect two librarian faculty to represent all departments and faculty that report to the Dean of Libraries.”

The Research Affairs Committee reported draft authorship guidelines for second reading. A vote was held and the following guidelines were adopted:

Authorship Guidelines

Scholarly integrity and the responsible conduct and reporting of research are essential for maintaining public trust in the research enterprise and for community benefit from research discovery. These guidelines are meant to clarify and specify the University's principles on scientific and scholarly publications to enhance the scholarly environment and promote a coherent approach to authorship across the University.

I. INTRODUCTION

Scientific and scholarly publications, such as books, articles, abstracts, presentations at professional meetings, and grant applications, provide the main vehicle to disseminate findings, thoughts, and analysis to the scientific, academic, and lay communities. For academic activities to contribute to the advancement of knowledge, they must be published in sufficient detail and accuracy to enable others to understand and elaborate the results. For the authors of such work, successful publication is an important means by which scholarly work can lead to significant impact within their field and to the larger society and improves opportunities for academic funding and promotion while enhancing scientific and scholarly achievement and repute. At the same time, the benefits of authorship are accompanied by a number of responsibilities for the proper planning, conducting, analysis, and reporting of research, and acknowledging the content

and conclusions of other scholarly work. As members of the academic community, it is the responsibility of Northwestern faculty, staff, and students to help protect these fundamental elements of the scientific and scholarly process.

II. AUTHORSHIP STANDARDS

Authorship of a scientific or scholarly paper should be limited to those individuals who have contributed in a meaningful and substantive way to its intellectual content. All authors are responsible for fairly evaluating their roles in the project as well as the roles of their co-authors to ensure that authorship is attributed according to these standards in all publications for which they will be listed as an author. An author is generally considered to be an individual who has made substantial intellectual contributions to a scientific or scholarly publication. All authors should meet the following three criteria, and all those who meet the criteria should be authors:

1. Scholarship: Contribute significantly to the conception, design, execution, and/or analysis and interpretation of data.
2. Authorship: Participate in drafting, reviewing, and/or revising the manuscript for intellectual content.
3. Approval: Approve the manuscript to be published.

Significant diversity exists across academic disciplines regarding acceptable standards for substantive contributions that would lead to attribution of authorship. These guidelines are intended to allow for such variation in disciplinary best practices while ensuring authorship is not inappropriately assigned.

Broad common sense best practices regarding authorship, applicable to almost all disciplines, are expected. These include clearly discussing, early in the scholarly process, potential sources of ambiguity and disagreement, including the ordering of authors. Principal investigators are encouraged to discuss, early and unambiguously, authorship related questions with all members of their research groups, including undergraduate and graduate students, and research assistants.

A. Lead Author(s)

As a practical matter in the case of publications with multiple authors, one author is often

designated as the lead author. The lead author assumes overall responsibility for the manuscript and may also serve as the managerial and corresponding author. A lead author is, however, not necessarily the principal investigator or project leader. The lead author is ultimately responsible for ensuring that all other authors meet the requirements for authorship as well as ensuring the integrity of the work itself. The lead author is also responsible for ensuring that all authors have read and approved the manuscript in its entirety. There are occasions when multiple, equal contributions lead to more than one co-contributing lead author. In cases where there are co-contributing lead authors, all assume the lead author responsibilities. In some disciplines, the concept of a lead author is absent. In these cases, all authors share the lead author responsibilities. If the lead author has concerns or questions regarding any of his or her responsibilities, he or she should seek guidance from his or her research or scholarly supervisor, department chair, or research dean.

B. Co-Author(s)

Each co-author is responsible for considering his or her role in the project and whether that role merits attribution of authorship. Co-authors should review and approve the manuscript. Every co-author is responsible for the content of the manuscript, including the integrity of any applicable research.

C. Unacceptable Authorship

Northwestern University, as a leading academic institution and training environment for future researchers and academic leaders, wishes to encourage only proper forms of authorship to serve as role models for our many students, post-doctoral fellows, and faculty. Guest, gift and ghost authorship are inconsistent with the definition of authorship.

1. Guest authorship (i.e., honorary, courtesy or prestige authorship) is granting authorship to an individual who does not meet the definition of author out of appreciation or respect for the individual, or in the belief that the expert standing of the guest will increase the likelihood of publication, credibility, or status of the work.
2. Gift authorship is credit, offered from a sense of obligation, tribute, or dependence, within the context of an anticipated benefit, to an individual who has not contributed to the work.
3. Ghost authorship is the failure to identify as an author someone who made substantial

contributions (i.e., meeting the definition of authorship) to the research or writing of a manuscript.

D. Acknowledgements

Individuals who do not meet the requirements for authorship but who have provided a valuable contribution to the work should be acknowledged for their contributing role as appropriate to the publication.

E. Research Funding

All authors, in manuscripts submitted for review and publication, should acknowledge/disclose the source(s) of support for the work. Support includes research and educational grants, salary or other support, contracts, gifts, and departmental, institutional and hospital support.

F. Financial Conflicts of Interest

Authors should fully disclose related financial interests and outside activities in publications (including articles, abstracts, manuscripts submitted for publication), presentations at professional meetings, and applications for funding. In addition, authors should comply with the disclosure requirements of the University's Policy on Conflict of Interest and Conflict of Commitment and Policy on Conflict of Interest in Research.

III. AUTHORSHIP DISPUTES

Determinations of authorship roles are often complex, delicate and potentially controversial. To avoid confusion and conflict, discussion of attribution should be initiated early in the development of any collaborative publication. For disputes that cannot be resolved amicably, including disagreements regarding the ordering of the authors in the publication, individuals may seek the guidance of the relevant department chair(s), or the research dean of their school. Authorship disputes, including disagreement about authorship order, do not constitute research misconduct.

The Senate then heard a report from the Salary and Benefits Committee on faculty salaries at Northwestern and peer institutions. The President entertained a motion to adopt and enthusiastically endorse the report (*Appendix A*). The motion was made, seconded, and passed.

The Senate voted to adjourn at 7:46 p.m. Reports from the Social Responsibility and Student Affairs Committee were rescheduled for the regular Faculty Senate meeting on June 1.

Joshua Mayer
Administrative Coordinator

Report of Faculty Senate Salary and Benefits Committee

An Assessment of Northwestern University Faculty Salaries

The Salary and Benefits Committee has reviewed three aspects of faculty salaries. First, we have compared the level and rate of increase of average tenure-track salaries across the university in comparison with 20 peer institutions. Second, we have examined a confidential comparison of tenure-track salaries across departments between NU and an average of peer institutions. Third, we have examined the structure of salaries within NU schools and divisions for both tenure-track and non-tenure-track (NTT) faculty.

1. Tenure-Track Salaries – Comparison with Peer Institutions

Table 1A lists average salaries for full professors in 20 peer institutions including NU. These are listed in rank order by 2016-17 salaries, and Table 1B provides the same list for assistant professors. NU is ranked 11th for full professors and 9th for assistant professors.

There has been significant erosion of NU's relative position for full professors, as the average annual rate of increase for NU between 2010-11 and 2016-17 was 2.82 percent per year as compared to 3.20 percent per year for the average of all 20 institutions. NU's average annual increase ranked 15th on the list of 20. We find this sub-par rate of increase to be unacceptable and incompatible with NU's oft-professed ambition of rising in reputational rank among peer institutions. We also question the priorities of the administration, which is proud of its fund-raising prowess and its endowment, but which has placed more emphasis on large building projects than on increasing the standing of NU in the league table of full professor salaries.

Table 1B shows that, in contrast to full professor salaries, assistant professor salaries have roughly kept pace with the average of the peer institutions, with an average annual increase since 2010-11 of 3.19 percent compared to 3.32 percent for the peers, and a rank of 10th on the list of 20 for the growth rate of the annual increase.

Table 2 compares the same information for NU and peer institution average salaries for all faculty, shown in the center section, with increases for NU continuing faculty in the left section. The percentage increases for continuing faculty always register a higher rate than those for all faculty members of a given rank, as they exclude the impact of new hires, resignations, and retirements, and notably include the salary of promoted faculty members in their previous rank rather than their new rank. The increases for continuing faculty show substantially larger increases for the 2016-17 academic year than in the three previous academic years.

The year-by-year comparison of increases for all faculty members in the center section of Table 2, based on the same information as Tables 1A and 1B, also shows higher increases in

2016-17 than in previous years. In fact, 2016-17 was the only academic year in which the increase for full professors was more rapid than the average of the peer institutions. The fifth column in the center section shows the ratio of NU salaries to the average of the peer institutions, and it appears that for full professors the NU ratio declined in every year from 100.0 percent in 2010-11 to 96.8 percent in 2015-16 before recovering slightly to 97.7 percent in 2016-17. The comparative situation for assistant professors is more satisfactory, with the NU ratio rising from 98.8 percent in 2010-11 to 103.5 percent in 2016-17.

2. Confidential Comparison of Salaries by School and by Department

In addition to reviewing the public information shown in Tables 1A, 1B, and 2, the chair of the committee was also shown a comparison of NU with peer institutions by school and by department. Because schools submit this information on the condition of confidentiality, it cannot be presented here in tabular form, and indeed the committee chair was not allowed even to take notes or copy data from the confidential table. However, a clear pattern emerged from examining it. NU pays salaries equal to or above peers in schools and departments which are ranked in the top ten in national rankings such as U.S. News, and these include particularly Kellogg, chemistry, and economics. But in most of the other departments NU salaries fall five to 10 percent below peer institutions.

There is a chicken and egg aspect to the relationship between department ranking and salaries relative to peers. Highly ranked departments are more likely to have faculty members who receive outside offers and thus enjoy large salary increases as part of retention deals. Such departments also are engaged in frequent recruiting from the outside to maintain and increase their stature. In contrast less highly ranked departments are less exposed to outside competition, and so their salary structure does not reflect the upward pressure on average salaries created by the retention and recruitment process. But it is also possible that the causation goes the other way – some NU departments may not achieve top 10 status because they traditionally have paid less than peer institutions. Given the lack of information on the details and history of the compensation pattern across departments, the committee cannot reach a firm view of which of these two causal chains is more important. However, we do agree that in the determination of future salaries in an attempt to raise NU's ranking in the comparisons for all faculty in Tables 1A, 1B, and 2, the administration should give high priority to rectifying the current pattern of below-peer salaries in departments that are not ranked in the top 10.

3. Salary Structure within NU

Tables 3A-3D reproduce information displayed on the Provost's web site on the structure of salaries within NU by School and by Division of Weinberg. Shown are salaries in the 75th, 50th, and 25th percentile for each rank. Table 3A and 3C are for tenure-track faculty in 2015-16 and 2016-17, respectively, and the corresponding tables for NTT faculty are 3B and 3D. The salaries displayed in these tables cover an enormous range. For 2016-17 the 75th percentile

of full professors at Kellogg was \$380,000, and in contrast the 25th percentile of NTT salaries in WCAS humanities was \$64,500 and in Bienen was \$57,000.

The committee does not criticize the high salaries in Kellogg and to a lesser extent in Pritzker and Feinberg. Competitive salaries are essential to retaining the high rankings of these schools. We note that the most recent U.S. News ranking boosted Kellogg from 5th to 4th place among U.S. business schools. We also find the salary structure within WCAS to be relatively equitable, given that average salaries in Natural Sciences are raised by the relatively high pay of the Chemistry department, while average salaries in Social Sciences are raised by the relatively high pay of the Economics department.

However, we are extremely concerned about the low pay of NTT faculty, particularly Associate and Assistant Professors of Instruction, in WCAS Humanities, in Bienen, and in the School of Communication. Not only are these salaries low, but they show relatively little progression with seniority and rank, with the median salary of Full Professors of Instruction in WCAS Humanities at the level of only \$87,750. NTT salaries are set at the discretion of the administration and do not reflect the outcome of retention and recruitment deals as do tenure-track salaries, and so the administration has considerable latitude in setting NTT salaries. We think that on equity and morale grounds there is a strong case for granting above average salary increases to NTT faculty in WCAS Humanities, Bienen, and Communication.

Tables 4A and 4B show percentage increases from 2015-16 to 2016-17 for all the units listed in Tables 3A-3D. These increases cover a wide range. With respect to the previous comments on NTT salaries, we note with approval the relatively large increases granted to the Full and Associate Professors of Instruction in WCAS Humanities but also the relatively small increases granted at the bottom of the scale to Assistant Professors of Instruction in WCAS Humanities.

4. Conclusion

Over the previous five years NU has allowed the level of its Full Professor salaries to drift down compared to peer institutions, and only in 2016-17 were increases high enough to begin to reverse this downward trend. The administration should place a high priority in its overall spending allocation not just to maintaining NU's rank among peer institutions but improving it by moving well into the top 10 for Full Professor salaries.

That effort should be combined by rectifying the current pattern for tenure track faculty in which departments which are not ranked in the national top 10 are consistently paid five to 10 percent below the average of peer institutions. And for NTT faculty the administration, which has considerable latitude in choosing the level of these salaries without reference to outside competition from other schools, should for equity and morale reasons make every effort to boost NTT faculty salaries in WCAS Humanities, Bienen, and Communications, particularly for the Assistant Professors of Instruction.

	School	2017 Avg Full Professor Salary*	2011 Avg Full Professor Salary*	Annual Growth Rate (%)	Comp Annual Growth Rate Rankings
1	Columbia	244.4	191.4	4.07	2
2	Stanford	236.6	188.4	3.80	5
3	Princeton	229.4	186.0	3.50	8
4	Univ of Chicago	228.1	190	3.01	12
5	Harvard	227.7	193.8	2.69	17
6	MIT	212.2	165.8	4.11	1
7	NYU	211.3**	175.9	3.06	11
8	Yale	209.5	177.1	2.80	16
9	Univ of Penn	209.2	175.1	2.97	13
10	Duke	204.2	163.4	3.71	6
11	Northwestern	200.7	169.5	2.82	15
12	California Institute Tech	199.9	171.5	2.55	18
13	Georgetown	195.8	158.9	3.48	9
14	UCLA	195.0	153.7	3.97	3
15	Washington Univ	191.5	164.9	2.49	19
16	Vanderbilt	190.6	151.3	3.85	4
17	Rice	189.2	155.2	3.30	10
18	Cal-Berkeley	185.1	149.1	3.60	7
19	Brown	178.9	150.7	2.86	14
20	Cornell	174.3	157.8	1.66	20
	Average	205.4	169.5	3.20	

*1000s

**NYU value is unavailable and is assumed to increase from the prior year at the average rate of the other schools

	School	2017 Avg Assistant Professor Salary*	2011 Avg Assistant Professor Salary*	Comp Annual Growth Rate (%)	Comp Annual Growth Rate Rankings
1	Stanford	128.2	103.4	3.58	7
2	California Institute Tech	127.9	108.1	2.80	17
3	Univ of Penn	127.5	106.8	3.0	15
4	Harvard	123.7	104.0	2.89	16
5	Columbia	122.8	97.2	3.90	4
6	MIT	120.6	100	3.12	14
7	Univ of Chicago	118.2	100.5	2.70	19
8	NYU	118.4**	95.6	3.56	8
9	Northwestern	117.2	96.8	3.19	10
10	Georgetown	115.7	88.9	4.39	2
11	Duke	114.0	87.2	4.47	1
12	Cornell	112.5	96.5	2.56	20
13	Princeton	109.9	90.8	3.18	11^
14	Cal-Berkeley	109.8	88.4	3.61	5^
15	Washington Univ	108.8	89.9	3.18	11^
16	Yale	108.7	87.5	3.62	5^
17	Rice	105.4	86.4	3.31	9
18	UCLA	101.4	84	3.14	13
19	Vanderbilt	97.0	74.6	4.38	3
20	Brown	95.4	80.9	2.75	18
Average		113.9	93.4	3.32	

*1000s

**NYU value is unavailable and is assumed to increase from the prior year at the average rate of the other schools

Comparison of Salary Increases, NU Continuing Faculty vs. All Faculty

		NU Continuing Faculty				All NU Faculty	Average Peers	All NU Faculty	Average Peers	Ratio NU to Peer Average	All NU Faculty	Average Peers
		Previous Average Salary	New Average Salary	Annual Percent Increase		Average Salary	Average Salary	Annual Percent Increase	Annual Percent Increase		% Increase Since 2010	% Increase Since 2010
2016-17	Full Professors	192,935	202,124	4.7		200.7	205.4	3.5	2.6	97.7	2.8	3.2
	Assist Professors	110,405	116,993	5.8		117.2	113.9	4.9	2.7	103.5	3.2	3.3
2015-16	Full Professors	187,842	195,466	4.0		193.7	200.2	3.3	3.5	96.8		
	Assist Professors	106,289	112,018	5.2		111.4	110.9	4.1	3.9	100.5		
2014-15	Full Professors	182,636	189,327	3.6		187.4	193.3	2.9	3.1	96.9		
	Assist Professors	102,092	107,482	5.1		106.9	106.7	4.0	3.0	100.2		
2013-14	Full Professors	176,790	183,957	4.0		182.0	187.4	3.0	3.1	97.1		
	Assist Professors	96,735	102,046	5.3		102.7	103.5	4.3	3.4	99.2		
2012-13	Full Professors					176.7	181.6	2.6	3.3	97.3		
	Assist Professors					98.4	100.0	-0.5	4.8	98.4		
2011-12	Full Professors					172.1	175.7	1.5	3.6	98.0		
	Assist Professors					98.9	95.3	2.1	-2.8	103.8		
2010-11	Full Professors					169.5	169.5			100.0		
	Assist Professors					96.8	98.0			98.8		

AAUP Instructions

In the "Number of Continuing Faculty" column, include only those specific individual 2015-16 faculty members who remain employed full-time at your institution for 2016-17.

Where a faculty member received a promotion in rank for 2016-17, that individual's salary should be reported under last year's rank in both salary outlay columns.

Northwestern University
Summary of Full-time Tenure-line Faculty Median Salaries (1)
2015-16

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Feinberg School of Medicine (3)	Bienen School of Music	School of Communication	McCormick School of Engr & AS
Professor											
75th Percentile	\$346,231	\$210,656	\$159,358	\$278,991	\$195,000	\$223,000	\$184,000	\$199,120	\$167,407	\$180,000	\$193,633
50th Percentile	\$315,986	\$148,402	\$149,090	\$236,488	\$160,500	\$183,000	\$153,470	\$162,469	\$142,581	\$154,278	\$167,399
25th Percentile	\$281,873	\$140,981	\$128,124	\$210,000	\$128,500	\$133,000	\$131,075	\$123,750	\$119,726	\$123,455	\$143,000
N	72	15	11	35	94	109	51	43	16	43	115
Associate Professor											
75th Percentile	\$239,793				\$115,000	\$122,000	\$107,800	\$115,291	\$102,150	\$120,083	\$129,225
50th Percentile	\$228,022	\$154,005	\$114,189		\$104,000	\$105,000	\$98,500	\$106,212	\$97,000	\$94,085	\$119,021
25th Percentile	\$207,811				\$100,000	\$100,000	\$89,250	\$93,750	\$93,177	\$90,370	\$113,484
N	22	7	5	4	19	53	48	21	17	21	40
Assistant Professor											
75th Percentile	\$214,240	92,000			\$100,000	\$132,600	\$77,475	89,983.80		\$83,306	\$108,570
50th Percentile	\$180,081	86,000	\$107,000		\$95,500	\$88,400	\$75,303	\$86,180		\$79,224	\$105,310
25th Percentile	\$172,000	82,400			\$92,000	\$82,000	\$74,000	81,806.25		\$77,000	\$103,091
N	39	9	7	3	27	39	30	12	3	22	26

Footnotes:

- (1) Full-time tenure-line faculty members are included at the rank of Assistant Professor and above who were active on 11/1/15. Faculty members are reported in the school of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis. College Fellows and Jacobs Scholars are included with Assistant Professors.
- (2) No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people.
- (3) Includes basic science departments, but not clinical departments, in Feinberg
- (4) SPSS was used to calculate the Percentiles

Northwestern University
Summary of Full-time Non-Tenure-line Instructional Faculty Median Salaries (1)
2015-16

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Communication	McCormick School of Engr & AS
Professor of Instruction, Clinical Professor, and Professor of Practice										
75th Percentile	\$263,418			\$171,838						
50th Percentile	\$212,181		\$142,858	\$143,917			82,230			
25th Percentile	\$175,244			\$126,954						
N	21		6	17	3	3	6			3
Associate Professor of Instruction, Associate Clinical Professor										
75th Percentile			\$140,181	\$101,999			\$67,216			
50th Percentile	\$164,261		\$109,694	\$91,328	\$89,040	\$89,734	\$64,000			\$103,721
25th Percentile			\$100,959	\$75,591			\$61,500			
N	8		11	15	5	8	31	1	1	6
Assistant Professor of Instruction, Assistant Clinical Professor										
75th Percentile	\$170,560			\$93,079			\$61,000			
50th Percentile	\$160,000		\$82,077	\$84,730	\$70,000	\$72,150	\$55,550			
25th Percentile	\$155,000			\$72,498			\$52,000			
N	13	3	9	18	5	6	30			1
Distinguished Senior Lecturer										
75th Percentile										
50th Percentile										
25th Percentile										
N					1	1	3		1	
Senior Lecturer										
75th Percentile								\$69,000	\$77,140	
50th Percentile					\$80,500	\$70,000	\$56,000	\$67,425	\$65,557	
25th Percentile								\$61,000	\$54,015	
N	3		2	3	5	7	7	10	16	3

Footnotes:

- (1) Full-time non tenure-line instructional faculty members are included at the rank of Senior Lecturer and above who were active on 11/1/15. Faculty members are reported in the sch of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis.
- (2) No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people.
- (3) Excludes clinical departments in Feinberg. Also excludes basic sciences departments in Feinberg because there is only one non tenure-line faculty member.
- (4) SPSS was used to calculate the Percentiles

Northwestern University
Summary of Full-time Tenure-line Faculty Median Salaries (1)
2016-17

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Feinberg School of Medicine (2)	Bienen School of Music	School of Communication	McCormick School of Engr & AS
Professor											
75th Percentile	\$380,059	\$220,750	\$164,936	\$284,628	\$203,000	\$227,480	\$194,000	\$256,061	\$170,870	\$210,000	\$204,097
50th Percentile	\$345,313	\$156,000	\$153,856	\$241,873	\$171,250	\$191,250	\$159,750	\$214,009	\$147,035	\$160,150	\$175,085
25th Percentile	\$302,585	\$146,000	\$132,608	\$218,305	\$130,000	\$139,250	\$139,000	\$174,125	\$120,613	\$127,855	\$151,513
N	64	17	11	36	98	108	47	35	18	45	115
Associate Professor											
75th Percentile	\$262,540				\$122,000	\$127,500	\$111,750	\$159,299	\$105,470	\$120,659	\$138,000
50th Percentile	\$240,032	\$134,250	\$120,123		\$108,500	\$110,000	\$102,500	\$149,122	\$98,612	\$97,353	\$128,156
25th Percentile	\$235,848				\$104,500	\$102,500	\$90,250	\$130,320	\$95,763	\$92,686	\$116,736
N	28	6	8	3	16	57	52	24	17	24	39
Assistant Professor											
75th Percentile	\$220,051	\$97,500			\$105,000	\$103,500	\$79,500	\$122,183		\$87,989	\$113,999
50th Percentile	\$183,482	\$90,500		\$151,747	\$102,000	\$91,625	\$77,750	\$117,074		\$82,042	\$110,107
25th Percentile	\$176,196	\$85,000			\$99,000	\$84,750	\$76,500	\$111,802		\$78,155	\$107,100
N	44	9	2	5	31	46	25	12	3	25	26

Footnotes:

(1) Full-time tenure-line faculty members are included at the rank of Assistant Professor and above who were active on 11/1/16. Faculty members are reported in the school of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis, except for Feinberg School of Medicine. College Fellows and Jacobs Scholars are included with Assistant Professors.

(2) Includes basic science departments and not clinical departments. Saalaries on a twelve-month basis with chairs are excluded

No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people.

Northwestern University
Summary of Full-time Non-Tenure-line Instructional Faculty Median Salaries (1)
2016-17

	Kellogg School of Management	School of Education & Social Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Communication	McCormick School of Engr & AS
Professor of Instruction, Clinical Professor, and Professor of Practice										
75th Percentile	\$271,465			\$170,093						
50th Percentile	\$229,009		\$147,952	\$143,918	\$109,000		\$87,750			
25th Percentile	\$189,421			\$127,706						
N	20		6	20	7	5	6			1
Associate Professor of Instruction, Associate Clinical Professor										
75th Percentile	\$204,000		\$151,833	\$108,061		\$95,000	\$71,750			
50th Percentile	\$175,000		\$120,274	\$92,525		\$91,250	\$67,000			\$117,773
25th Percentile	\$163,200		\$111,912	\$80,125		\$77,000	\$64,000			
N	9		10	18	4	9	35	1	1	8
Assistant Professor of Instruction, Assistant Clinical Professor										
75th Percentile	\$174,751		\$96,292	\$94,739			\$61,838			
50th Percentile	\$163,200	\$60,000	\$86,516	\$89,661	\$73,500	\$79,000	\$57,400			
25th Percentile	\$158,100		\$82,750	\$75,838			\$54,150			
N	15	3	11	16	5	7	29			4
Distinguished Senior Lecturer										
75th Percentile										
50th Percentile										
25th Percentile										
N					1	1			1	
Senior Lecturer										
75th Percentile							\$71,236	\$80,717		
50th Percentile							\$69,615	\$68,449		
25th Percentile							\$64,500	\$57,050		
N	1		2	2	4	3	5	10	15	3

Footnotes:

(1) Full-time non tenure-line instructional faculty members are included at the rank of Senior Lecturer and above who were active on 11/1/16. Faculty members are reported in the school of their primary department. Faculty spending over 50% of their time in an administrative position and research faculty are excluded. Salaries are on a nine-month basis.

No salary figures are shown for categories with less than 5 people. Median only is shown for categories with between 5 and 8 people. Feinberg School of Medicine is excluded.

Percentage Increase of Median Full-Time Tenure-Eligible Faculty Salaries from 2015-16 to 2016-2017										
(%)	Kellogg School of Mgmt.	School of Educ. & Soc. Policy	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Comm.	McCormick School of Engr & AS
Professor										
75th	9.77	4.79	3.50	2.02	4.10	2.01	5.43	2.07	16.67	5.40
50th	9.28	5.12	3.20	2.28	6.70	4.51	4.09	3.12	3.81	4.59
25th	7.35	3.56	3.50	3.95	1.17	4.70	6.05	0.74	3.56	5.95
Associate Professor										
75th	9.49				6.09	4.51	3.66	3.25	0.48	6.79
50th	5.27	-12.83	5.20		4.33	4.76	4.06	1.66	3.47	7.68
25th	13.49				4.50	2.50	1.12	2.78	2.56	2.87
Assistant Professor										
75th	2.71	5.98			5.00	-21.95	2.61		5.62	5.00
50th	1.89	5.23			6.81	3.65	3.25		3.56	1.42
25th	2.44	3.16			7.61	3.35	3.38		1.5	3.89
Average	6.49	2.14	3.85	2.75	5.15	0.89	3.74	2.27	4.58	4.84

*A new method was employed for calculating Feinberg School of Medicine salaries in 2016-17, so they are excluded from this table.

Percentage Increase of Median Full-Time Non-Tenure-Eligible Faculty Salaries from 2015-16 to 2016-17									
(%)	Kellogg School of Mgmt.	Medill School	Pritzker School of Law	WCAS Natural Sciences	WCAS Social Sciences	WCAS Humanities	Bienen School of Music	School of Comm.	McCormick School of Engr & AS
Professor									
75th	3.05		-1.02						
50th	7.93	3.57	0.00			6.71			
25th	8.09		0.59						
Associate Professor									
75th		8.31	5.94			6.75			
50th	6.54	9.65	1.31		1.69	4.69			13.55
25th		10.85	6.00			4.07			
Assistant Professor									
75th	2.46		1.78			1.37			
50th	2.00	2.11	5.82	5.00	9.49	3.33			
25th	2.00		4.61			4.13			
Senior Lecturer									
75th							3.24	4.64	
50th							3.25	4.41	
25th							5.74	5.62	
Average	4.58	6.90	2.78	5.00	5.59	4.44	4.08	4.89	13.55