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FACULTY NEWSNOTES

Edited by Provost's Office

March 6, 1979

#99

OFFICE OF THE PRESIDENT

Condolences:

On behalf of the University community, I would like to promise prayers and extend our deepest sympathy to Dr. Claire Gulino of the School of Nursing and her husband Louis on the death of their oldest son Louis in an accident in New York.

OFFICE OF THE PROVOST

Phased Retirement Option:

In order to provide opportunities which are not available now to University of San Diego faculty, USD is exploring the possibility of a Phased Retirement Option for those who might wish to take advantage of such an option. The Provost's office has collected some information from several other institutions which have adopted such options. I would now like to set up a Committee to draft some potential plans. I consulted last week with the University Senate, which indicates that its present priority is to complete its by-laws so that the Senate can become fully operative; it was suggested that I go ahead and set up an appropriate committee. It is my hope that by the time the committee completes its work, the Senate mechanisms will be in place and the committee's work can go to the Senate for review and recommendation.

I would like at this time to solicit self-nominations from members of the USD faculty who might wish to sit on a committee to explore a phased retirement option for USD. The models I have are for faculty, but it might very well be that the committee would draft a plan suitable for staff and/or administrators as well; in such a case, we would expand the committee to include additional representatives.

If you are interested in serving on the committee, please call my office and leave your name with my secretary sometime in the next week. In order to work effectively, the committee cannot be too large; hence, if there are numerous persons interested in serving, I shall choose members in such a way as to have appropriate representation from the several faculties.

Internal Publication of Faculty Salary and Compensation Data:

Appended to these Newsnotes are tables of data on the salary and compensation of our full-time faculty. Similar data has been published in previous years (Newsnotes

of March 29, 1974; February 28, 1975; April 9, 1976; March 2, 1977; and February 1, 1978). The data is presented on a chart previously used by the AAUP. In the last couple of years the AAUP and HEW (Department of Health, Education, and Welfare) have coordinated their institutional salary surveys in order to reduce duplication and reporting burdens.

Thus, the AAUP did not ask for information in this form this year. They will, as we have, use the HEW data to produce the type of information you find in the appended tables. The AAUP and HEW data was collected by Debbie Gough, Secretary to the Provost, and analyzed by Bob Barr, Assistant to the Provost.

The first table contains the institutional summary, as reported (in a more complex form) to HEW. The following tables show the breakdown by School/College. In order to avoid the identification of individual salaries, ranks with fewer than five persons are combined with one another, as noted, or are not reported. It is for this reason that ranks are combined in some units. Only summary information is reported for the Schools of Nursing and Education.

The School of Law has provided, as in previous years, comparative statistics from other law schools showing national and state medians and USD's relative position.

OFFICE OF THE VICE PRESIDENT FOR FINANCIAL AFFAIRS

Project Procedures:

The University of San Diego has grown in size, complexity, and quality, with a concomitant increase in the number of construction, renovation, and remodeling projects proposed and carried out. It has become evident that project procedures are needed, both to insure appropriate selection of design and cost alternatives by project initiators and to tighten project control activity on the part of Physical Plant personnel. The procedures will also prevent the problem we have had in the past wherein there was substantial change in the scope of projects between approval of the initial concept and completion of final working drawings and cost estimates.

In January, 1979, President Hughes approved Design Definition Procedures for Construction, Renovation, and Remodeling Projects, to be observed for any type of facility modification (buildings, grounds, equipment, etc.) Sister Furay's office has had these procedures typed up in the format of the Faculty Handbook, run off on three-hole paper, and attached to the back of these Newsnotes. Please remove the two pages from the Newsnotes and insert them in your Faculty Handbook for future reference.

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS

Search Committee Report:

Dr. Gilbert Brown, Chairman of the Search Committee for Vice President for University Relations, would like to bring you up to date on the Committee's endeavors. The Committee which consists of Dr. Iris Engstrand, Dean Joseph C. Pusateri, Dr. Fred Bahr and Assistant Dean Grant Morris has reviewed more than 45 applications for the position. Those who were considered unqualified for the position at USD are being notified by phone or mail. The field is narrowing down to five or six finalists. Shortly, three or more will be invited to campus for personal interviews. The Committee encourages the input of the campus community and looks for your support.

VARIA

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Professor Bill Wang of the Law School, now on sabbatical leave in Washington, D.C., recently participated in a panel on the <u>Bakke</u> case in a conference at Harvard Law School.

* * * * * * * *

Professor Harvey Levine, School of Law, will be presenting a Lecture Series in five cities on Saturdays during February, March and April. The lectures presented will be on Insurance Bad Faith Litigation.

He will also be presenting a lecture to the California Trial Lawyers Annual Seminar on April 6, 1979 in Lake Tahoe, California. The topic will be "Minimizing Reduction of Damages in Strict Product Liability Actions."

* * * * * * * *

Professor John Chambers' (Political Science Department) research in the area of Agression, Conflict, Violence and War, produced a TRANSACTIONAL DATA BANK OF INTERNATIONAL CONFLICT AND AMITY EVENTS which was published by the Inter-University Consortium for Political and Social Research, University of Michigan. The data has been supplied on request to member universities of the Consortium, according to a report received on February 19, 1979. Member universities in the Consortium include 230 universities in the United States and 130 universities in Europe and Asia.

* * * * * * *

Dean Irene Palmer, School of Nursing has just returned from an accreditation visit for the National League for Nursing, Board of Visitors and the spring meeting of the American Association of Colleges of Nursing in Washington, D.C.

* * * * * * *

Dr. Joseph Rost, Director of the Educational Administration Program, addressed the school superintendents attending the national convention of the American Association of School Administrators in New Orleans on February 15, 1979 on "The Effects Proposition 13 Has Had on the Schools and School Districts in San Diego County." The presentation reviewed the results of Dr. Rost's research covering fifteen medium and large sized school districts in the San Diego metropolitan area.

* * * * * * * *

Bill Ritter, News and Publications Writer in the Public Relations office, has been elected Secretary/Treasurer of the Board of Directors of CRASH, Inc.

CRASH (Community Resources and Self-Help) is a county-funded, non-profit agency which operates four drug counseling, rehabilitation, and information programs.

* * * * * * * *

Donald Helmich, School of Business Administration, just published an empirical study entitled "A Comparative Study of Indian and American Executives" Leadership Styles" in the Indian Journal of Social Research. The senior author to this lead article is Sri. Govindarajulu Rangaswamy, Chief Executive Officer, Coimbatore Pioneer Mills, Tamilnadu, India.

Donald Helmich, School of Business Administration, will have his work on succession rates within the office of corporation presidents summarized in the next issue of The Wharton Magazine, Spring 1979.

* * * * * * * *

UNIVERSITY OF SAN DIEGO 1978-1979

TABLE 1

FACULTY MEMBERS: NUMBERS, SALARIES, FRINGE BENEFITS—TOTALS, AVERAGES, AND SALARY QUARTILES— BY ACADEMIC RANK

(cc. 6=1)

(Standard Academic-Year Basis, 1978-1979)

Academic Rank (cc. 7–8)	er of ime ity	S	alaries and Frin	age Benefits of Fu		Ser of *	Salaries MEN o		er of EN ty	Salaries of *** Women only				
	Number of Full-time Faculty	Total Salaries (3)	Total ** Fringe Benefits (4)	Total Compensation (3+4) (5)	Avg. Sal. (3÷2) (6)	Avg. FB (4÷2) (7)	Avg. Comp. (5 ÷ 2) (8)	FB as % Sal. (7÷6) (9)		Total Salaries (11)	Avg. Sal. (11÷10) (12)	Number of WOMEN Faculty	Total Salaries (14)	Avg. Sal. (14:-13) (15)
01. Prof.	52	1,426,150	239,580	1,665,730	27,426	4,607	32,033	16.8	43	1,217,650	28.317	9	208,500	23, 167
02. Assoc.	49	987,785	170,523	1,149,308	19,975	3,480	23,455	17.4	34	696,955	20,499	15	281,830	18.789
03. Ass't. *	51	863,210	148,155	1,011,365	16,926	2,905	19,831	17.0	31	530,410	17,110	*20	332,800	16,640
04. Instr.														
05. Lect.														
06. All Rks.	152	3,268,145	558,258	3,826,403	21,501	3,673	25,174	17. 1	108	2,445,015	22,639	44	823,130	18,708
		for All Ranks Co on Table 7)	ombined:		Highest Quartile			Me	edian [Lowest Quartile		

Column (2): Number of Full-time Faculty Members. See Definitions and Instructions (p. 1) for more details.

Column (3): Enter total salary outlay by academic rank for the full-time faculty members included in column (2). All salaries should be reported on a standard academic year basis as described in Definitions and Instructions, page 1.

Column (4): In order to insure comparability of data among institutions use Table 3 of this questionnaire. Insert in Table 1, column (4), the total countable fringe benefits figures shown in Table 3, line 11.

Columns (6), (7), and (8): These are simple arithmetic averages; that is, the data of columns (3), (4), and (5), respectively, divided by the number of full-time faculty members give in column (2).

Column (9): This figure which represents the fringe benefits as a percent of average salary should be rounded to the nearest tenth (e.g., 10.87=10.9).

Columns (10), (11), and (12): These columns should include the same data as those reported in columns (2), (3), and (6), but for MEN faculty members ONLY. The same data but for WOMEN faculty members ONLY should be reported in columns (13). (14), and (15).

IMPORTANT: Data in heavier-ruled boxes will be considered PUBLISHABLE unless the respondent indicates otherwise (use margin below). The ratings which will be based on 1974-75 actual distribution of average compensation (col. 8) will be sent to individual institutions prior to their publication. To preserve confidentiality of individual salary figures, data for columns (8) and (9) will NOT BE PUBLISHED for any rank with five or fewer faculty members. Similarly, the data reported in columns (12) and (15) will NOT BE PUBLISHED for any rank with five or fewer faculty members in either column.

O

Includes one Instructor.

This comparison is skewed by the high number of male law professors.

Not including tuition remission.

UNIVERSITY OF SAN DIEGO ARTS & SCIENCES 1978-1979

TABLE 1

FACULTY MEMBERS: NUMBERS, SALARIES, FRINGE BENEFITS—TOTALS, AVERAGES, AND SALARY QUARTILES— BY ACADEMIC RANK

(cc. 6=1)

(Standard Academic-Year Basis, 1978-1979)

Academic Rank	ber of time ulty		Salaries and Frin	ge Benefits of Fu	all-time Fact	ılty Memb	ers		N ***	Salaries of MEN only		r of EN	Salaries of Women only	
(cc. 7—8)	Number of Full-time Faculty	Total Salaries (3)	Total ** Fringe Benefits (4)	Total Compensation (3+4) (5)	Avg. Sal. (3÷2) (6)	Avg. FB (4÷2) (7)	Avg. Comp. (5 ÷ 2) (8)	IFB as % Sal. (7÷6) (9)	Number o (0 Faculty	Total Salaries (11)	Avg. Sal. (11÷10) (12)	Number of WOMEN Faculty	Total Salaries (14)	Avg. Sal. (14÷13) (15)
1. Prof.	25	574,500	97,970	672,470	22,980	3,919	26,899	17.1	18	416,900	23, 161	7	157,600	22,514
2. Assoc.	-31	559,400	102,221	661,621	18,045	3,297	21,343	18.3	22	400,500	18,205	9	158,900	17,656
3. Ass't.*	26	394,900	67,689	462,589	15,188	2,603	17,792	17.0	16	243,200	15,200	*10	151,700	15,170
1. Instr.														
i. Lect.														
All Rks.	82	1,528,800	267,880	1,796,680	18,644	3,267	21,911	17.5	56	1,060,600	18,939	26	468,200	18,008
1	-	for All Ranks Con Table 7)	ombined:		Highest Quartile			Mo	edian [Lowest Duartile		

Column (2): Number of Full-time Faculty Members. See Definitions and Instructions (p. 1) for more details.

Column (3): Enter total salary outlay by academic rank for the full-time faculty members included in column (2). All salaries should be reported on a standard academic year basis as described in Definitions and Instructions, page 1.

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Column (9): This figure which represents the fringe benefits as a percent of average salary should be rounded to the nearest tenth (e.g., 10.87=10.9).

Columns (10), (11), and (12): These columns should include the same data as those reported in columns (2), (3), and (6), but for MEN faculty members ONLY. The same data but for WOMEN faculty members ONLY should be reported in columns (13). (14), and (15).

IMPORTANT: Data in heavier-ruled boxes will be considered PUBLISHABLE unless the respondent indicates otherwise (use margin below). The ratings which will be based on 1974-75 actual distribution of average compensation (col. 8) will be sent to individual institutions prior to their publication. To preserve confidentiality of individual salary figures, data for *columns* (8) and (9) will NOT BE PUBLISHED for any rank with five or fewer faculty members. Similarly, the data reported in columns (12) and (15) will NOT BE PUBLISHED for any rank with five or fewer faculty members in either column.

^{*} Includes one Instructor.

^{***} priest faculty at "book" salary included.

^{**} Not including tuition remission.

UNIVERSITY OF SAN.DIEGO BUSINESS 1978-1979

TABLE 1

FACULTY MEMBERS: NUMBERS, SALARIES, FRINGE BENEFITS—TOTALS, AVERAGES, AND SALARY QUARTILES— BY ACADEMIC RANK

(cc. 6=1)

(Standard Academic-Year Basis, 1978-1979)

Academic Rank (cc. 7–8)	er of ime lty		Salaries and Frin	nge Benefits of F	ıll-time Facı	ılty Memb	ers		oer of IN ulty	Salaries MEN o		r of EN ty	Salaries of Women only	
	Number of Full-time Faculty	Total Salaries (3)	Total * Fringe Benefits (4)	Total Compensation (3+4) (5)	Avg. Sal. (3÷2) (6)	Avg. FB (4÷2) (7)	Avg. Comp. (5 ÷ 2) (8)	IFB as % Sal. (7÷6) (9)		Total Salaries (11)	Avg. Sal. (11÷10) (12)	Number of WOMEN Faculty	Total Salaries (14)	Avg. Sal. (14÷13) (15)
01. Prof.	9													
02. Assoc.	6	136,675	21,570	158,245	22,779	3,595	26,374	15.8	5			1		
03. Ass't.	12	227,810	38,504	266,314	18,984	3,209	22,193	16.9	9			3		
04. Instr.														
05. Lect.														
06. All Rks	18	364,485	60,074	424,559	20,249	3,337	23,587	16.5	14	288,735	20,624	4		
		for All Ranks (on Table 7)	Combined:		Highest Quartile			Me	edian [Lowest Quartile		

Column (2): Number of Full-time Faculty Members. See Definitions and Instructions (p. 1) for more details.

Column (3): Enter total salary outlay by academic rank for the full-time faculty members included in column (2). All salaries should be reported on a standard academic year basis as described in Definitions and Instructions, page 1.

Column (4): In order to insure comparability of data among institutions use Table 3 of this questionnaire. Insert in Table 1, column (4), the total countable fringe benefits figures shown in Table 3, line 11.

Columns (6), (7), and (8): These are simple arithmetic averages; that is, the data of columns (3), (4), and (5), respectively, divided by the number of full-time faculty members give in column (2).

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Columns (10), (11), and (12): These columns should include the same data as those reported in columns (2), (3), and (6), but for MEN faculty members ONLY. The same data but for WOMEN faculty members ONLY should be reported in columns (13). (14). and (15).

IMPORTANT: Data in heavier-ruled boxes will be considered PUBLISHABLE unless the respondent indicates otherwise (use margin below). The ratings which will be based on 1974-75 actual distribution of average compensation (col. 8) will be sent to individual institutions prior to their publication. To preserve confidentiality of individual salary figures, data for columns (8) and (9) will NOT BE PUBLISHED for any rank with five or fewer faculty members. Similarly, the data reported in columns (12) and (15) will NOT BE PUBLISHED for any rank with five or fewer faculty members in either column.

^{*} Not including tuition remission.

UNIVERSITY OF SAN DIEGO EDUCATION 1978-1979

TABLE 1

FACULTY MEMBERS: NUMBERS, SALARIES, FRINGE BENEFITS—TOTALS, AVERAGES, AND SALARY QUARTILES— BY ACADEMIC RANK

(cc. 6=1)

(Standard Academic-Year Basis, 1978-1979)

Academic Rank	er of ime Ity		Salaries and Fri	nge Benefits of Fi	ull-time Fac	ulty Membe	ers		er of IN Ilty	Salaries of MEN only		r of EN ty	Salaries of Women only	
(cc. 7—8)	Number o Full-time Faculty	Total Salaries (3)	Total * Fringe Benefits (4)	Total Compensation (3+4) (5)	Avg. Sal. (3÷2) (6)	Avg. FB (4÷2) (7)	Avg. Comp. (5 ÷ 2) (8)	FB as % Sal. (7÷6) (9)	Number of MEN Faculty	Total Salaries (11)	Avg. Sal. (11÷10) (12)	Number of WOMEN Faculty	Total Salaries (14)	Avg. Sal. (14÷1 (15)
01. Prof.	3								3				The second secon	
02. Assoc.	3								1			2		
03. Ass't.	3							1	3					
04. Instr.										Bettien.				
.05. Lect.														
06. All Rks	. 9	190,330	34,247	224,577	21,148	3,805	24,953	18.0	7			2	416 064	
		for All Ranks on Table 7)	Combined:		Highest Quartile				edian			Lowest Quartile		

Column (2): Number of Full-time Faculty Members. See Definitions and Instructions (p. 1) for more details.

Column (3): Enter total salary outlay by academic rank for the full-time faculty members included in column (2). All salaries should be reported on a standard academic year basis as described in Definitions and Instructions, page 1.

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Column (9): This figure which represents the fringe benefits as a percent of average salary should be rounded to the nearest tenth (e.g., 10.87=10.9).

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13)

^{*} Not including tuition remission.

UNIVERSITY OF SAN DIEGO NURSING 1978–1979

TABLE 1

FACULTY MEMBERS: NUMBERS, SALARIES, FRINGE BENEFITS—TOTALS, AVERAGES, AND SALARY QUARTILES— BY ACADEMIC RANK

(cc. 6=1)

(Standard Academic-Year Basis, 1978-1979)

Academic Rank	er of ime ilty		Salaries and Frin	nge Benefits of Fu	ll-time Fact	alty Membe	ers		oer of IN ulty	Salaries MEN o		er of EN Ity	Salaries of Women only	
(cc. 7—8) (1)	Number of Full-time Faculty	Total Salaries (3)	Total * Fringe Benefits (4)	Total Compensation (3+4) (5)	Avg. Sal. (3÷2) (6)	Avg. FB (4÷2) (7)	Avg. Comp. (5 ÷ 2) (8)	FB as % Sal. (7÷6) (9)		Total Salaries (11)	Avg. Sal. (11÷10) (12)	Number of WOMEN Faculty	Total Salaries (14)	Avg. Sal. (14÷13) (15)
01. Prof.	1	754, 350	153,899	877,040	81,6hi	6,474	M. 183	10.0	92			1		
02. Assoc.	.2	1720, 100	20,217	ETRIA, SAV	24,161	4,017	0,018	18,6	6			2		
03. Ass't.	5	704,600	17, 189	- 434, MG	90,000	(1, a 50) i	24, 350	16.4	8			5		
04. Instr.														
05. Lect.														
06. All Rks	8	145,650	22,748	168,398	18,206	2,844	21,050	15.6	91-	910,730	30,340	8	145,650	18,206
		for All Ranks Con Table 7)	Combined:		Highest Quartile			Me	edian [Lowest Quartile		

Column (2): Number of Full-time Faculty Members. See Definitions and Instructions (p. 1) for more details.

Column (3): Enter total salary outlay by academic rank for the full-time faculty members included in column (2). All salaries should be reported on a standard academic year basis as described in Definitions and Instructions, page 1.

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Columns (6), (7), and (8): These are simple arithmetic averages; that is, the data of columns (3), (4), and (5), respectively, divided by the number of full-time faculty members give in column (2).

Column (9): This figure which represents the fringe benefits as a percent of average salary should be rounded to the nearest tenth (e.g., 10.87=10.9).

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^{*} Not including tuition remission.

UNIVERSITY OF SAN DIEGO LAW 1978-1979

TABLE 1

FACULTY MEMBERS: NUMBERS, SALARIES, FRINGE BENEFITS—TOTALS, AVERAGES, AND SALARY OUARTILES— BY ACADEMIC RANK

(cc. 6=1)

(Standard Academic-Year Basis, 1978-1979.)

Academic Rank	er of ime Ity	S	alaries and Frin	ge Benefits of Fu	ll-time Fact	ılty Memb	ers	16.	oer of	Salaries of MEN only		r of EN ty	Salaries of Women only	
(cc. 7—8) (1)	Number o Full-time Faculty	Total Salaries (3)	Total * Fringe Benefits (4)	Total Compensation (3+4) (5)	Avg. Sal. (3÷2) (6)	Avg. FB (4÷2) (7)	Avg. Comp. (5 ÷ 2) (8)	FB as % Sal. (7÷6) (9)		Salaries	Avg. Sal. (11÷10) (12)	Number of WOMEN Faculty	Total Salaries (14)	Avg. Sal. (14÷13) (15)
01. Prof.	23	751,150	125,899	877,049	32,659	5,474	38,133	16.8	22	4.0		1		
02. Assoc.	7	183,130	30,217	213,347	26,161	4,317	30,478	16.5	6	10 of 16		1	660	Stoff is
03. Ass't.	5	104,600	17,193	121,793	20,920	3,439	24,359	16.4	3			2		3 3 3 3
04. Instr.														
05. Lect.														
06. All Rks.	35	1,038,880	173,309	1,212,189	29,682	4,952	34,634	16.7	31	940,730	30,346	4		
		for All Ranks Co on Table 7)	mbined:		Highest Duartile		87.3	M	edian [923		Lowest Quartile		

Highest	Med
Quartile	

Column (2): Number of Full-time Faculty Members. See Definitions and Instructions (p. 1) for more details.

Column (3): Enter total salary outlay by academic rank for the full-time faculty members included in column (2). All salaries should be reported on a standard academic year basis as described in Definitions and Instructions, page 1.

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Column (9): This figure which represents the fringe benefits as a percent of average salary should be rounded to the nearest tenth (e.g., 10.87=10.9).

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IMPORTANT: Data in heavier-ruled boxes will be considered PUBLISHABLE unless the respondent indicates otherwise (use margin below). The ratings which will be based on 1974-75 actual distribution of average compensation (col. 8) will be sent to individual institutions prior to their publication. To preserve confidentiality of individual salary figures, data for columns (8) and (9) will NOT BE PUBLISHED for any rank with five or fewer faculty members. Similarly, the data reported in columns (12) and (15) will NOT BE PUBLISHED for any rank with five or fewer faculty members in either column.

^{*} Not including tuition remission.

LAW SCHOOL SALARIES

(Nationally Accredited Schools, Full-time Faculty, Academic Year)

			MEDIAN		USĎ		A	/ERAGE		USĎ
	Salary	USD Rank	% Rank	Compensati	ion Rank	Salary	USD Rank	% Rank	Compensa	tion Rank
National										
1978-79	30,558	82 of 161	50.9%			30,624	70 of 159	44.0%		
1977-78	28,000	104 of 157	66.2%		4 - 3 - 1	28,808	78 of 157	49.7%		
1976-77	26,500	103 of 159	64.8%			25,813	94 of 157	59.9%		
1975-76	24,350	130 of 162	80.2%		378 4	25,382	113 of 160	70.6%		
California		13 313						8		
1978-79	33,200	14 of 16		39,512	14 of 16	33,051	12 of 16		38,664	11 of 16
1977-78	31,450	14 of 15		35,963	13 of 15	31,661	13 of 15		36,755	13 of 15
1976-77	28,600	14 of 15		32,425	13 of 15	29,416	13 of 15		33,890	13 of 15
1975-76	26,500	15 of 15		30,740	15 of 15	26,252	14 of 14		29,071	13 of 14
California Private								-		-
1978-79	32,500	10 of 12		37,011	10 of 12	32,491	8 of 12		37,603	7 of 12
1977-78	30,500	10 of 11		34,597	9 of 11	30,555	9 of 11		35,138	9 of 11
1976-77	28,000	10 of 11		32, 182	9 of 11	27,500	9 of 11		31,625	8 of 11
1975-76	25,100	11 of 11		28,080	11 of 11	24,925	11 of 11		28,143	10 of 11
USD										
1978-79	30,550			35,591		31,477			36,671	
1977-78	26,550			31,191	105	28,220			32,832	
1976-77	25,100			29,133		25,966			30,059	
1975-76	21,800			24,961	1893-	23,357			26,744	
	- SPECIFICATION STREET, SPECIFICATION STREET	a Marina i riban di kantanta di Santan ang Kanana ang Kanana ang Kanana ang Kanana ang Kanana ang Kanana ang K	1. The at-							
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Compensation = Salary + fringe benefits