In Attendance

Agee; Alam; Almond; Anderson; Archard; Armenia; Balzac; Barnes; Barreneche; Bernal; Boles; Boniface; Brandon; S.-E. Brown; V. Brown; Cannaday; Carnahan; J. Cavenaugh; Charles; Cheng; Chong; Cooperman; Coyle; Crozier; D’Amato; Davidson; D. Davison; J. Davison; N. Decker; Diaz-Zambrana; Driggers; Ewing; Fetscherin; Fokidis; Fonseca dos Santos; Forsythe; Framson; French; Fuse; Garcia; Gerchman; Gilmore; Gourmels; Greenberg; Habgood; Hammonds; Da. Hargrove; De. Hargrove; Harwell; Hewit; Houndonougbo; Hudson; Johnson; Jones; Kiefer; Kistler; Kline; Kodzi; Lackman; Lewin; Littler; Mathews; Mays; McCall; McClure; McLnnis-Bowers; McLaren; McLaughlin; Mesavage; Mesbah; Mohr; Montgomery; Moore; Mosby; Murdaugh; Myers; Namingit; Nichter; Niles; Nodine; Norsworthy; O’Sullivan; Park; Parsloe; Parziale; Patrone; Peng; Perez-Villa; Pett; Pieczynski; Poole; Queen; Reich; Riley; Roe; Rogers; Rubarth; Santiago Narvaez; Sardy; Schoen; Singaram; Singer; Smaw; B. Stephenson; P. Stephenson; Stone; Summet; Sutherland; Svitavsky; Teymurgolu; Tillmann; Vander Poppen; Vitray; Voicu; Warnecke; Wellman; Wilson; Winet; Witmer; Yankelevitz; Yao; Yu; Zhang

Announcements

Cornwell: We are making changes in when certain faculty awards will be announced. Aurthur Vining Davis award will be handed out at last faculty meeting [roaring cheers]; McKean award will be handed out at graduation.

Approval of the Minutes from 4/5/18 CLA Faculty Meeting

Moved: Almond
Second: McLaughlin
Approved by Voice Vote
New Business

FEC Slate

**Motion to Approve Proposed Slate** (See Attached)

**Moved:** Cooperman  
**Second:** Cheng  
**Approved:** 83 – yes; 3 – no; 3 - Abstain

**All Faculty Appeals Committee Slate** (See Attached)

**Motion to Approve Proposed Slate**

**Moved:**  McLaughlin  
**Second:** Mays  
**Approved:** 95 – yes; 1 – no; 1 - abstain

Governance Elections

Curriculum Committee: 3 vacancies

Elected: **Whitney Coyle, Rachel Simmons**

**Motion to hold run-off between two candidates tied for 3rd slot.**

**Motion:** Kistler  
**Second:** Vander Poppen  
**Approved by Voice Vote**

Third Seat: **Jasmine Alam**

Faculty Affairs; 1 vacancy

**Request to Vote by Acclimation:** Tillman  
**Second:** D’Amato  
**Elected:** Jill Jones

Student Life (2 vacancies)

**Request to Vote by Acclimation:** Tillman  
**Second:** McLaren  
**Elected:** Zhaochang Peng; Amy Parziale
Diversity Council: Nominations from Floor (Divisional Vote to Follow)
  • None

Global Initiatives Committee: Nominations from Floor (Divisional Vote to Follow)
  • None

*rFLA 2.0 (See Attached)*

**Almond**: CC endorses open borders model for modifications to rFLA.

**Motion to Approve Modifications to rFLA Curriculum**

**Moved**: Stevenson  
**Second**: D’Amato

**Jones**: Have we really revisited the curriculum as a synthetic whole? We haven’t done that? We were promised that we would get a chance to do so.

**Almond**: This curriculum is tied to a grant that has two more years in its cycle. We would need to be beyond the Mellon Grant cycle to do a full evaluation.

**Queen**: Why two themes for tagging? Why not more or less?

**Almond**: We want faculty to pick dominant themes and teach to them. We also need efficiency for record keeping. Faculty identify the themes that their courses most readily intersect with.

**D. Davison**: One of the challenges of the new curriculum was trying to find connections across courses within a theme. How does this modification address this problem? Students indicate that the connections seem forced when students evaluate them in the 300 level. How does this modification solve that problem?

**Almond**: That observation is not consistent across student experience. Some trajectories are well-organized and others don’t have as much coherence. We need to get better at this kind of integration and we need to reconceptualize what we do at the 300-level.

**J. Davison**: Movement to a neighborhood was predicated on the basis that skills were enhanced when there were connections in the content of the courses. If we abandon that, it may make teaching skills more difficult. I am skeptical about whether students will really make intentional choices about their 300 levels or the courses leading up to them. Maybe it is better that we reevaluate fully in three years. We’ve moved from the content of the Liberal Arts to skills, and we may lose control over a LA education as we deliver this.

**Almond**: We still have our divisional requirement. Students still have to take courses across each division. The new model proposed provides flexibility and the danger is that students will
select courses without much consideration, but it also provides students the ability to make connections that are meaningful to them.

**Littler:** We still have disciplinary ways of knowing. The theme is no longer central, focus is on disciplinary ways of knowing and the juxtapositions they create. The next step is on nurturing whatever program we choose. We are going to revise what we do throughout the program to create an integrative experience.

**O’Sullivan:** Based on what I’ve seen students understand the theme far better now than previously in the 300-level. I’m not sure how that experience would change in a positive way with the new system. How do I integrate all of the themes in my 300-level capstone. Now that many students have gone through, I’m not seeing improvements in areas related to skills as much as I’d like, but the major gap is knowledge, not skills.

**Tillmann:** To what extent have students been consulted on this? The outside consultant had a very small sample of students. If this passes, are we going to recategorize things as early as Fall schedule?

**Almond:** 4-5 SGA representatives have regularly participated in CC and Russell has gone to SGA for consultation. For transitioning, next fall stays the same. Implementation plan will be worked out for Spring.

**Carnahan:** I support the proposal. I am concerned about titles and themes. I want to go on record for themes that cry out for media headlines: eg. Environment in Crisis. Does Enduring Questions tie to NEH concepts or are we looking at this more broadly?

**Almond:** It is tricky to find a balance between openness and focus. We never seem content with themes. With Enduring Questions, we weren’t specifically responding to NEH guidelines. You as faculty determine where you are in this constellation. We were split 50/50 about keeping our current system. We were split 50/50 about going to a 1 neighborhood model. The split was 70/30 in favor of this model.

**Moore:** What is the point of having the theme if the student can move from theme to theme.

**Almond:** These are not cohorts the way they were formerly conceived.

**D’Amato:** In response to Thom, we were thinking that keeping the themes would be for faculty cohorts to create intentional links between faculty for pedagogy. I’m in favor because it is incremental and is the right amount of tweaking.

**Vander Poppen:** I am against this revision for two reasons. 1: We made significant changes in adopting the divisional exception and we haven’t let that play itself out. If our real problem is in student flexibility and faculty efficiency, let’s give that chance a chance to fix those issues. 2: I believe that the themes are important, and that the student cohort experience is an important. Without the themes, we lose that coherence.
Almond: We don’t have to pass this. We can revisit this. To the concern about lack of coherence, 300-levels will all be two themes tagged and they will persist for several semesters. Students can aim at those 300-levels.

Boniface: Call the question
Jones: Second
Question Called by Voice Vote

Motion Passes: 67 – Yes; 33 – No; 10 – Abstain

Faculty/Staff Benchmark Presentation (See Attachment)

Singer: This is an overview of analyzing our staffing and salary compared with our benchmark institutions with a 10-year window. The slides will be posted via Blackboard along with additional materials.

Boniface: no q. just observation. Wish we had data 5 yrs ago. Faculty growing faster than revenue. Wish we had this data to help us plan where the growth would occur in an intentional way.

Carnahan: Can you speak to means, given the standard deviations - any plans to adjust for full professors?

Singer: Faculty comp policy asked where we are relative to median salaries. Light grey bars give us an indication if we are within +/- .25 between our peers. Can’t separate out time in rank. CUPA data can be provided for that. She has it. Welcomes folks who want to see it. This data doesn’t allow us to separate that out.

J. Davison: Thinks this is including Crummer. That’s a problem. Growing in numbers in student affairs and others. Those are bodies not compensation. I’d advise breaking that out. Student athletes have increased by 100% to 150%. All those are expensive programs and we need data on the number of student athletes.
Agenda: Meeting of the Faculty of the College of Liberal Arts

4/19/18

1. Announcements

2. Approval of the Minutes from 4/5/18 CLA Faculty Meeting

3. New Business
   a. Approval of the FEC slate and All Faculty Appeals Committee slate
   b. Governance Elections
   c. rFLA 2.0 vote
   d. Faculty/Staff Benchmark Presentation

4. Committee Reports
   a. Curriculum Committee
   b. Faculty Affairs Committee
   c. Executive Committee
Faculty Evaluation Committee and All-Faculty Appeals Committee Slates 2018-2019

Faculty Evaluation Committee

Business: Don Rogers (2016-2019)
Expressive Arts: Dana Hargrove (2018-2021)*
Humanities: Bill Boles (2017-2019)
Science and Math: John Houston (2017-2020)
Social Sciences: Joan Davison (2017-2020)
Social Sciences—Applied: Rick Bommelje (2018-2020)*

Alternate: Lisa Tillman (2018-2019)*

All-Faculty Appeals Committee

Lee Lines (2018-2021)*
Jill Jones (2017-2019)
Rachel Simmons (2017-2020)

Alternates:
Rachel Newcomb (2018-2021)*
Stacey Dunn (2018-2021)*

*indicates new member
Spring 2018 All-College Committee Elections

Student Life Committee (2 vacancies)

Continuing Members:

- Greg Cavenaugh
- Matt Nichter
- Bill Svitavsky

Vacancies:

- Two at-large vacancies (2 year term)
  - Zhaochang Peng
  - Amy Parziale

Diversity Council (3 vacancies)

Continuing Members:

- Nolan Kline  (Social Sciences Representative)
- Alice Davison  (Science and Mathematics Division Representative)
- Martha Cheng  (Humanities Representative)

Vacancies:

- Expressive Arts Representative (2 year term)
  - Robin Gerchman
  - Caitlin Mohr

- Business Division Representative (2 year term)
  - Sheryll Namingit

- Social Sciences—Applied Division Representative (2 year term)
  - Nancy Niles
  - Sarah Parsloe
  - Maridath Wilson

Global Initiatives Committee (6 vacancies)

Vacancies:
Six Divisional Representatives (2 year term):

**Business**
- Nick Houndonougbo
- Marc Sardy

**Expressive Arts**
- Hillary Cooperman

**Humanities**
- Victoria Brown
- Ryan Musgrave

**Social Sciences**
- Zack Gilmore

**Social Sciences—Applied**
- Allen Johnson

**Sciences**
- Barry Allen
- Zeynep Teymuroglu
The Curriculum Committee seeks endorsement from the faculty of the College of Liberal Arts on the following revisions to the rFLA curriculum:

1. Students will take 5 Foundations Seminars
2. rFLA courses will fall under the following themes:
   a. Innovation
   b. Identity
   c. Cultural Collision
   d. Enduring Questions
   e. Environments
3. Students may move between thematic clusters
4. A single course may be tagged with up to 2 themes from the list
5. Themes will cycle over time

Effective Fall 2018

**Straw Poll Results—99 respondents**

Is the four neighborhoods model acceptable to you?
Yes—48%
No—51%

Is the open borders model acceptable to you?
Yes—76%
No—24%

Is the one neighborhood model acceptable to you?
Yes—54%
No—46%

What is your preferred model for rFLA 2.0?
Model A—8%
Model B—67%
Model C—25%
Benchmarking our Finances
Faculty Growth at Rollins since 2008

- **Grand Total**: 201 (2008) to 232 (2017)
- **HOLT (Grad & Health)**: 4 (2008) to 13 (2015)
Faculty Growth at Rollins since 2008

- **All Rollins**
  - 2008: 201
  - 2017: 232
  - Growth: 15.4%

- **CLA + Olin Library**
  - 2008: 175
  - 2017: 199
  - Growth: 13.7%

- **Holt (Graduate Counseling & Health)**
  - 2008: 4
  - 2017: 13
  - Growth: 225%

- **Crummer (Graduate MBA & EDBA)**
  - 2008: 22
  - 2017: 20
  - Growth: 9.1%
Tenured Faculty Growth since 2008

- Tenure-track Faculty: +10%
- Non tenure-track faculty: +37%
** Student-Faculty Ratio = Fall Student Enrollment / (Total student credit hours taught by faculty in that Fall / Full-time load equivalent of 12)

* MUA, PE, PEA and MEE classes were excluded from the FTE calculations of the Full-time faculty
** Student-Faculty Ratio = Fall Student Enrollment / (Total student credit hours taught by faculty in that Fall / Full-time load equivalent of 12)

* MUA, PE, PEA and MEE classes were excluded from the FTE calculations of the Full-time faculty
Fall 2016 Student to Faculty Ratio (IPEDS)

** IPEDS Student-Faculty Ratio = (Number of full-time students + 1/3 of number of part-time students) / (Number of full-time instructional staff to 1/3 the number of part-time instructional staff)
Adjunct Faculty Dependency by College

CLA

HOLT

% Credit hours taught by Full-time Faculty

% Credit hours taught by Adjunct Faculty
Composition of Rollins Faculty and Staff

2008

- Academic Affairs - Faculty 29%
- Academic Affairs - Staff 20%
- Business & Finance 29%
- Enrollment Management 3%
- Marketing & Communication 1%
- Student Affairs 7%
- Institutional Advancement 5%
- Athletics 5%
- President’s Office 1%

2017

- Academic Affairs - Faculty 30%
- Academic Affairs - Staff 20%
- Business & Finance 26%
- Enrollment Management 3%
- Marketing & Communication 2%
- Student Affairs 8%
- Institutional Advancement 5%
- Athletics 5%
Growing in Numbers - Together

Note that there have been organizational realignments over the past 10 years. This snapshot presents the change in staff FTE over that past 10 years based on how the college is structured today. The stated years represent fiscal years, and the counts are indeed FTEs, not head counts.
Salary / Wages Growth - Faculty and Staff

College of Liberal Arts Student Enrollment Growth

Gross Expenses in Wages for Rollins College Faculty

Gross Expenses in Wages for Rollins College Staff

Inflation Calculator

Note: The wages expenses do not include supplemental earnings i.e. overloads, stipends, etc.
Total Cash Compensation versus Fringe Benefits

Fringe Benefits have grown more than 60% since 2008 and are now more than a quarter of the total compensation expenses at Rollins College.

**FACULTY**

- **Faculty Compensation - FY2017**
  - Total Faculty Compensation = $29.6M
  - Fringe Benefits 26%

**STAFF**

- **Staff Compensation - FY2017**
  - Total Staff Compensation = $39.4M
  - Fringe Benefits 28%

**Regular Wages**

- **2008**: $13.94
- **2017**: $18.36

- **2008**: $19.88
- **2017**: $27.00

**Fringe Benefits**

- **2008**: $4.90
- **2017**: $7.82

- **2008**: $6.71
- **2017**: $11.13

**Fringe Rate Increase**

- **2017**
  - Faculty: 43%
  - Staff: 41%

- **2008**
  - Faculty: 35%
  - Staff: 34%
Core Expenses by Function

has not changed much over the years
Opportunity to Grow Revenue - Retention Rate and Graduation Rate

Source: IPEDS survey, Spring 2017 (Graduation rate of first-time, full-time degree or certificate-seeking students - 2010 cohort and Average salary equated to 9-month contracts of full-time instructional staff - all ranks)
### Distance from Median of Avg. Salaries at Peers

**Note:** Assistants include VAPs

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professors</td>
<td>$50</td>
<td>$1,200</td>
<td>$4,500</td>
</tr>
<tr>
<td>Associate Professors</td>
<td>$550</td>
<td>$(900)</td>
<td>$(1,200)</td>
</tr>
<tr>
<td>Full Professors</td>
<td>$(900)</td>
<td>$(1,200)</td>
<td>$(8,500)</td>
</tr>
</tbody>
</table>

**Note:** Assistants include VAPs.
Avg. Salary of Asst. Professors (AAUP 2015-16)

**Not reported in AAUP. Hence, imputed from IPEDS 2016**

- Bryant University: $103K
- Pacific University**: $89K
- Manhattan College: $80K
- Emerson College: $73K
- Whittier College: $72K
- Macalester College: $72K
- Sarah Lawrence College: $71K
- St. Lawrence University*: $71K
- Dominican University of CA*: $71K
- Hobart William Smith Colleges: $69K
- University of Puget Sound: $69K
- Wagner College**: $67K
- St. Olaf College: $66K
- Willamette University: $66K
- Rollins College: $65K
- Rhodes College: $65K
- Furman University: $65K
- Susquehanna University: $64K
- Muhlenberg College: $64K
- Allegheny College: $62K
- Eckerd College: $62K
- Pacific Lutheran University: $61K
- Roanoke College: $61K
- Hope College: $60K
- Saint Anselm College: $59K
- Illinois Wesleyan University: $59K
- Luther College: $58K
- Ohio Wesleyan University: $56K
- Gustavus Adolphus College: $56K
- Augustana College: $56K

Avg. Faculty Salary for Asst. Professors (AAUP 2015-16)
Not reported in AAUP. Hence, imputed from IPEDS 2016
**Not reported in AAUP. Hence, imputed from IPEDS 2016**
Avg. Salary of Asst. Professors (AAUP 2016-17)

**Not reported in AAUP. Hence, imputed from IPEDS 2016**
Avg. Salary of Assoc. Professors (AAUP 2016-17)

Not reported in AAUP. Hence, imputed from IPEDS 2016.

**Not reported in AAUP. Hence, imputed from IPEDS 2016**
Avg. Salary of Full Professors (AAUP 2016-17)

**Not reported in AAUP. Hence, imputed from IPEDS 2016**
Avg. Salary of Assoc. Professors (AAUP 2017-18)

Not reported in AAUP. Hence, imputed from IPEDS 2016

**Not reported in AAUP. Hence, imputed from IPEDS 2016**

Avg. Faculty Salary for Associate Professors (AAUP 2017-18)
### Avg. Salary of Asst. Professors (AAUP 2017-18)

<table>
<thead>
<tr>
<th>University</th>
<th>Salary (K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bryant University</td>
<td>$117K</td>
</tr>
<tr>
<td>Willamette University</td>
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<td>Manhattan College</td>
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<td>Sarah Lawrence College</td>
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<tr>
<td>Wagner College**</td>
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<tr>
<td>Emerson College</td>
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<tr>
<td>St. Lawrence University*</td>
<td>$73K</td>
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<td>Hobart William Smith Colleges</td>
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<tr>
<td>Dominican University of CA*</td>
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<tr>
<td>Muhlenberg College</td>
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<tr>
<td>Susquehanna University</td>
<td>$69K</td>
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<tr>
<td>Pacific University**</td>
<td>$69K</td>
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<tr>
<td>Rollins College</td>
<td>$68K</td>
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<tr>
<td>Pacific Lutheran University</td>
<td>$67K</td>
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<tr>
<td>St. Olaf College</td>
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<tr>
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<td>Roanoke College</td>
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<td>Whittier College</td>
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<td>Hope College</td>
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<tr>
<td>Ohio Wesleyan University</td>
<td>$60K</td>
</tr>
<tr>
<td>Luther College</td>
<td>$59K</td>
</tr>
<tr>
<td>Gustavus Adolphus College</td>
<td>$56K</td>
</tr>
</tbody>
</table>

**Not reported in AAUP. Hence, imputed from IPEDS 2016**

**Median = $68K**

### Avg. Faculty Salary for Asst. Professors (AAUP 2017-18)
### Avg. Salary of Full Professors (AAUP 2017-18)

<table>
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<tr>
<th>University</th>
<th>Salary</th>
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<tbody>
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<td>Bryant University</td>
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<td>Manhattan College</td>
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<td>Macalester College</td>
<td>124K</td>
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<td>Emerson College</td>
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<td>Hobart William Smith Colleges</td>
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<td>University of Puget Sound</td>
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<tr>
<td>Sarah Lawrence College</td>
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<td>St. Olaf College</td>
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<td>Dominican University of CA**</td>
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<td>Rollins College</td>
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</tr>
<tr>
<td>Pacific Lutheran University</td>
<td>79K</td>
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</tbody>
</table>

**Not reported in AAUP. Hence, imputed from IPEDS 2016**

**Median = $98K**
Avg. Salary of Asst. Professors (IPEDS 2016)

**Not reported in IPEDS. Hence, imputed from AAUP 2016-17**
Avg. Salary of Assoc. Professors (IPEDS 2016)

**Not reported in IPEDS. Hence, imputed from AAUP 2016-17**
Avg. Salary of Full Professors (IPEDS 2016)

Full Professors

Bryant University: $122K
Macalester College: $121K
Manhattan College: $121K
Hobart William Smith Colleges: $118K
Emerson College: $116K
Williamette University: $115K
University of Puget Sound: $111K
St Lawrence University: $111K
Sarah Lawrence College**: $108K
Rhodes College: $106K
Furman University: $103K
St Olaf College: $101K
Whittier College: $100K
Dominican University of California: $99K
Muhlenberg College: $99K
Rollins College: $98K
Allegheny College: $97K
Saint Anselm College: $95K
Ohio Wesleyan University: $93K
Susquehanna University: $91K
Hope College: $91K
Eckerd College: $89K
Wagner College: $89K
Illinois Wesleyan University: $89K
Augustana College: $87K
Pacific University: $87K
Roanoke College: $86K
Gustavus Adolphus College: $83K
Luther College: $81K
Pacific Lutheran University: $79K

**Not reported in IPEDS. Hence, imputed from AAUP 2016-17

Avg. Faculty Salary for Full Professors (IPEDS 2016)