Average salary increases for 4,679 faculty in the field of business administration and management are reported for 1983-1984 and 1986-1987, as part of the College and University Personnel Association's annual faculty salary studies. Included are comparative data for 120,580 faculty at 167 public colleges and 235 private colleges, representing 44 academic disciplines. In 1983, 111 public colleges and 145 private colleges reported on salaries of faculty in business administration and management, while 116 public and 145 private colleges reported in 1986. Between 1983 and 1986, average salaries of faculty in this field increased 25.8% at public colleges and 18.2% at private colleges. For 1986-1987, the average salary for faculty in business administration and management was about 9% percent above the average faculty salary in the other 43 disciplines for both public and private colleges. Included is information on: the number of faculty by academic rank, including new assistant professors; salaries by academic rank; the ratio of average salaries to total salaries of all institutions in both years; comparisons with the Consumer Price Index of changes in cost-of-living for both years; and comparisons with 43 other disciplines. The disciplines and participating institutions are listed. (SW)
SALARY-TREND STUDY OF FACULTY IN BUSINESS ADMINISTRATION AND MANAGEMENT

FOR THE YEARS

1983-84 AND 1986-87

Since 1982-83 the College and University Personnel Association (CUPA) in Washington, D.C., in cooperation with Appalachian State University in Boone, North Carolina, has conducted annual national faculty salary studies by discipline and rank each year through 1986-87. Each year two separate studies are conducted, one for public senior colleges and universities which are members of the American Association of State Colleges and Universities (AASCU) in Washington, D.C., and the other for private senior colleges and universities. The list of private institutions is provided by the American Council on Education in Washington, D.C.

Salary data for each study were collected and tabulated for full-time teaching faculty in 44 selected academic disciplines including business administration and management. The disciplines were chosen from among those defined by the Higher Education General Information Study (HEGIS) Taxonomy and by A Classification of Instructional Programs (CIP), 1981. The definition of the discipline/major field of business administration and management in the CIP is as follows:

An instructional program that generally describes the planning, organizing and controlling of a business, including organizational and human aspects, with emphasis on various theories of management, the knowledge and understanding necessary for managing people and functions, and decision making.

This article presents a summary of the overall average salary increases in the discipline/major field of business administration and management from the "baseline year" of 1983-84 to and including the "trend year" of 1986-87 for both public and private institutions.
pated in CUPA's PUBLIC (AASCU) study of 1983-84, 167 also participated in 1986-87. Data from those same 167 institutions were used in both the baseline year and the trend year. Of the 355 institutions which participated in CUPA'S PRIVATE study of 1983-84, 235 also participated in 1986-87. Data from those same 235 institutions were used in both the baseline year and the trend year.

This study lists the average salaries of faculty in business administration and management for both public and private participating institutions by rank including "new assistant professor," the faculty mix percentage (FAC MIX PCT) and the salary factor. In addition, comparisons are made with the CPI (Consumer Price Index) of changes in cost-of-living between the two studies for each of the two study years (1983-84 and 1986-87).

The CPI is based on prices of food, clothing, shelter and fuels, transportation, medical care, entertainment, and other goods and services that people buy for day-to-day living. In examining trends in faculty salary it is important to consider any changes in the economy. Therefore, the CPI was used to yield a more precise representation of "real" salary increases over time.

The salary is based on a nine- or ten-month academic year salary of full-time faculty only. It does not include any faculty members teaching less than 51 percent. Salary for summer academic work, fringe benefits, and perquisites are not included in the salary data. The average salary is based on the study information with the assumption that all employees were full-time. The average salary displayed is an average of all faculty salaries reported for a given rank and discipline.

The "NUM" means the number of faculty members whose salaries were included to compute the average salary.

The "N/IN" means the number of institutions that reported salary data for a given academic rank and discipline/major field.
The FAC MIX PCT is the percentage of faculty in a given discipline/major field who hold a given academic rank. For example, a FAC MIX PCT factor of .31 for associate professor of business administration and management in the 1983-84 public study means that 31 percent of the faculty in that discipline/major field hold the rank of associate professor.

The SALARY FACTOR for a given rank of a given discipline/major field is the ratio of the average salary to the total average salary of all institutions in each of the four studies: PUBLIC 1983-84, PUBLIC 1986-87, PRIVATE 1983-84 and PRIVATE 1986-87. For example, a SALARY FACTOR of 1.17 for assistant professors in the discipline/major field of business administration and management in the 1983-84 public study means that their salaries are 17 percent higher than the average of all assistant professors in all institutions in that study.

NEW ASST PROF is the grouping of assistant professors who were hired for the first time in the fall of the study year (1983-84 or 1986-87). All information for this group was included in the ASST PROF group for reporting purposes. This group is used mainly for new hiring information.

ALL MAJOR FIELDS is the entire data base for all 44 disciplines/major fields in each of the four studies. It is used to compare, among other things, the discipline/major field of business administration and management with the entire data base for each study.

Of particular import to the reader is noting the size of the sample on which each percentage or dollar value is based. The smaller the number in the group, the greater the effect of extreme scores on a descriptive statistic such as the average. It should be noted also that any large disparity in the sample sizes between the "baseline year" of 1983-84 and the "trend year" of 1986-87 will lessen the reliability and validity of any conclusions that one might make based on a simple comparison of averages.
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RESULTS OF THE TWO PUBLIC (AASCU) STUDIES, 1983-84 AND 1986-87

In the PUBLIC 1983-84 salary study in the above table, the reader may note that the discipline/major field of business administration and management was reported in 111 of the 167 public (AASCU) institutions. The average salary of the 1,236 faculty was $28,392. This average salary was approximately 6 percent (1.06) higher than the average salary of $26,895 for all 36,612 faculty in ALL MAJOR FIELDS in the 1983-84 public study.

In the PUBLIC 1986-87 salary study in the above table, the discipline/major field of business administration and management was reported in 116 of the same 167 public (AASCU) institutions. The average salary of the 1,494 faculty was $35,707. This average salary was approximately 9 percent (1.09) higher than the average salary of $32,670 for all 38,815 faculty in ALL MAJOR FIELDS in the 1986-87 public study.

The increase in average salaries for all faculty in business administration and management after three years in the public institutions studied was 25.8 percent ($35,707 minus $28,392 equals $7,315). The CPI of increased cost-of-living between October 1983 and October 1986 was 9.2 percent. A more realistic increase, therefore, in average faculty salaries over the three-year time period is 16.6 percent or an average of 5.5 percent each year above the cost-of-living.

The increase in average salaries for all faculty in ALL MAJOR FIELDS after three years in the public institutions studied was 21.5 percent ($32,670 minus $26,895 equals $5,775). In comparison to the discipline/major field of business administration and management (25.8%), therefore, the faculty in ALL MAJOR FIELDS increased their salaries by 4.3 percent (25.8% minus 21.5% equals 4.3%) less than faculty in the discipline/major field of business administration and management.
The reader may note that the faculty mix percentage in business administration and management is lower at the professor rank than at the assistant professor rank in both the public studies: 0.22 vs 0.34 (1983-84) and 0.27 vs 0.31 (1986-87), respectively. The differences in faculty mix percentage at the ranks of professor and assistant professor in ALL MAJOR FIELDS for both public studies are as follows: 0.31 vs. 0.28 (1983-84) and 0.34 vs. 0.28 (1986-87), respectively. In other words ALL MAJOR FIELDS has a higher percentage of professors and a lower percentage of assistant professors compared to business administration and management in both of the public studies.

Finally, the hiring rate of new assistant professors in business administration and management in the public studies was higher than the hiring rate in ALL MAJOR FIELDS both in 1983-84, 5.8 percent (72/1,236) vs. 3.5 percent (1,290/36,612), respectively; and in 1986-87, 5.7 percent (85/1,494) vs. 3.8 percent (1,487/38,815), respectively.

RESULTS OF THE TWO PRIVATE STUDIES, 1983-84 AND 1986-87

In the PRIVATE 1983-84 salary study in the above table, the reader may note that the discipline/major field of business administration and management was reported in 145 of the 235 private institutions. The average salary of the 913 faculty was $28,995. This average salary was approximately 9 percent (1.09) higher than the average salary of $26,553 for all 21,861 faculty in ALL MAJOR FIELDS in the 1983-84 private study.

In the PRIVATE 1986-87 salary study in the above table, the discipline/major field of business administration and management was reported in 145 of the same 235 private institutions. The average salary of the 1,036 faculty was $34,265. This average salary was about 9 percent (1.09) higher than the average salary of $31,548 for all 23,252 faculty in ALL MAJOR FIELDS in the 1986-87
private study.

The increase in average salaries for all faculty in business administration and management after three years in the private institutions studied was 18.2 percent ($34,265 minus $28,995 equals $5,270). The CPI of increased cost-of-living between October 1983 and October 1986 was 9.2 percent. A more realistic increase, therefore, in average faculty salaries over the three-year time period is 9 percent or 3 percent each year above the cost-of-living.

The increase in average salaries for all faculty in ALL MAJOR FIELDS after three years in the private institutions studied was 18.8 percent ($31,548 minus $26,553 equals $4,995). In comparison to the discipline/major field of business administration and management (18.2%), therefore, the faculty in ALL MAJOR FIELDS increased their salaries by 0.6 percent (18.8% minus 18.2% equals 0.6%) more than faculty in business administration and management.

In the discipline/major field of business administration and management, the reader may note that the faculty mix percentage at the professor rank is less than at the assistant professor rank in the private studies: 0.21 vs. 0.38 (1983-84), respectively; and 0.19 vs. 0.38 (1986-87), respectively. This is quite different from ALL MAJOR FIELDS for both private studies: 0.30 vs. 0.32 (1983-84), respectively; and 0.31 vs. 0.31 (1986-87), respectively. In other words ALL MAJOR FIELDS has a higher percentage of professors and a lower percentage of assistant professors compared to business administration and management in both private studies.

Finally, the reader may note that the hiring rate of new assistant professors in business administration and management in the private studies was greater than the hiring rate in ALL MAJOR FIELDS both in 1983-84, 5.7 percent (52/913) vs. 3.9 percent (856/21,861), respectively; and in 1986-87, 6.9 percent (72/1,036) vs. 5.0 percent (1,173/23,292), respectively.
CONCLUDING REMARKS

This article presented salary-trend information on the academic discipline/major field of business administration and management and compared that information with 43 other academic disciplines/major fields over a period of three years: the "baseline year" of 1983-84 through the "trend year" of 1986-87. Two studies, one for public (AASCU) institutions, and the other for private institutions were conducted for the baseline year and for the trend year—a total of four studies. A total of 4,679 faculty in the discipline/major field of business administration and management participated and were included in the overall total of 120,580 faculty in all 44 disciplines/major fields in all four studies. The same 167 public (AASCU) institutions and the same 235 private institutions in the United States participated in the baseline year and the trend year.

Although many interpolations and extrapolations of the data may be made, a few of the more important ones are as follows. First, the average faculty salary in the discipline/major field of business administration and management is currently (1986-87) some 9 percent above the overall average faculty salary of the other 43 disciplines/major fields for both the public and private studies. The average faculty salary for business administration and management in the private institutions was more compared to that in the public institutions in 1983-84. The overall salary factor in the private institutions is now (1986-87) the same in comparison to that for the public institutions: 1.39.

Second, the CPI of October 1986, in comparison to the CPI of October 1983, indicates that the faculty in business administration and management, in both the public and private institutions, received overall salary increases for three years above the cost-of-living. Business administration and management faculty salaries in the public institutions exceeded faculty salaries in ALL...
MAJOR FIELDS during this same period by 5.5 percent, whereas business administration and management faculty salaries in the private institutions lagged behind ALL MAJOR FIELDS by 0.6 percent.

Third, in the discipline/major field of business administration and management the assistant professor rank has a greater percentage compared to the full professor rank for both the public and private studies. The full professor rank appears to be increasing at a greater rate in the public institutions compared to the private institutions. It seems a smaller percentage of new assistant professors are being hired in the public institutions in comparison to the private institutions.

Now that a rather significant data base on individual faculty member salaries has been developed, it is anticipated that additional salary-trend studies will be effected in business administration and management, and in other disciplines/major fields, on an annual basis.

Richard D. Howe is the originator and director of the annual CUPA faculty salary studies. He is a professor of leadership and higher education, and history at Appalachian State University, Boone, North Carolina. Co-author J. Beth Carlton is a research analyst in the Office of Equal Opportunity Programs at Appalachian State University, Boone, North Carolina.

APPENDICES:
1) OVERALL LIST OF SELECTED DISCIPLINES, page 10
2) LIST OF PUBLIC Participating Institutions, page 11
3) LIST OF PRIVATE Participating Institutions, page 13
APPENDIX A.

OVERALL LIST OF SELECTED DISCIPLINES

AGRICULTURE AND AGRICULTURAL PRODUCTION
ACCOUNTING
ANTHROPOLOGY
AREA AND ETHNIC STUDIES
AUDIOLIGY AND SPEECH PATHOLOGY
BUSINESS & MANAGEMENT
BUSINESS ADMINISTRATION AND MANAGEMENT
BUSINESS ECONOMICS
CHEMISTRY
COMMUNICATION TECHNOLOGIES
COMMUNICATIONS
COMPUTER & INFORMATION SCIENCES
CURRICULUM AND INSTRUCTION
DRAMATIC ARTS
EDUCATION
EDUCATION ADMINISTRATION
ENGINEERING
FINE ARTS
FOREIGN LANGUAGES
GEOGRAPHY
GEOLOGICAL SCIENCES
HISTORY
HOME ECONOMICS

LETTERS
LIBRARY AND ARCHIVAL SCIENCES
LIFE SCIENCES
MATHEMATICS
MUSIC
MULTI-INTERDISCIPLINARY STUDIES
NURSING
PHILOSOPHY & RELIGION
PHYSICAL EDUCATION
PHYSICAL SCIENCES
PHYSICS
POLITICAL SCIENCE
PSYCHOLOGY
READING EDUCATION
SECRETARIAL AND RELATED PROGRAMS
SOCIAL SCIENCES
SOCIOLOGY
SPECIAL EDUCATION
STUDENT COUNSELING AND PERSONNEL SERVICES
TEACHER EDUCATION, GENERAL PROGRAMS
VISUAL AND PERFORMING ARTS

TOTAL: 44
APPENDIX B.

CUPA Public (AASCU) Faculty Salary-Trend Studies: 1983-84 and 1986-87

Institutions Participating in Both Studies:

Alabama State University (AL)
Angelo State University (TX)
Appalachian State University (NC)
Arkansas State University (AR)
Arkansas Tech University (AR)
Auburn University at Montgomery (AL)
Augusta College (GA)
Austin Peay State University (TN)
Ball State University (IN)
Black Hills State College (SD)
Bluefield State College (WV)
California State University, Hayward (CA)
California State University, Long Beach (CA)
California University of Pennsylvania (PA)
Castleton State College (VT)
Cayey University College (PR)
Central Connecticut State University (CT)
Chadron State College (NE)
Christopher Newport College (VA)
Clarion University of Pennsylvania (PA)
College of Staten Island, The (NY)
College of the Virgin Islands at St. Croix (VI)
College of the Virgin Islands at St. Thomas (VI)
Columbus College (GA)
Concord College (WV)
Coppin State College (MD)
Delta State University (MS)
Dickinson State College (ND)
East Central University (OK)
East Tennessee State University (TN)
East Texas State University at Texarkana (TX)
Eastern Connecticut State University (CT)
Eastern Montana College (MT)
Edinboro University of Pennsylvania (PA)
Fitchburg State College (MA)
Florida Atlantic University (FL)
Fort Hays State University (KS)
Francis Marion College (SC)
Frostburg State College (MD)
George Mason University (VA)
Georgia College (GA)
Georgia Southern College (GA)
Glenville State College (WV)
Grambling State University (LA)
Grand Valley State College (MI)
Harris-Stowe State College (MO)
Henderson State University (AR)
Idaho State University (ID)
Illinois State University (IL)
Indiana State University (IN)
Jacksonville State University (AL)
James Madison University (VA)
John Jay College of Criminal Justice (NY)
Keene State College (NH)
Kennessaw College (GA)
Lake Superior State College (MI)
Lewis Clark State College (ID)
Mansfield University (PA)
Marshall University (WV)
Mary Washington College (VA)
Mayville State College (ND)
Memphis State University (TN)
Metropolitan State College (CO)
Middle Tennessee State University (TN)
Midwestern State University (TX)
Millersville University (PA)
Minot State College (ND)
Mississippi University for Women (MS)
Missouri Southern State College (MO)
Missouri Western State College (MO)
Montana College of Mineral Science and Technology (MT)
Murray State University (KY)
North Carolina Agricultural and Technical State University (NC)
Northeast Louisiana University (LA)
Northeast Missouri State University (MO)
Northern Arizona University (AZ)
Northern Illinois University (IL)
Northern Kentucky University (KY)
Northern State College (SD)
Northwest Missouri State University (MO)
Oakland University (MI)
Old Dominion University (VA)
Pan American University (TX)
Peru State College (NE)
Pittsburg State University (KS)
Plymouth State College (NH)
Radford University (VA)
Saginaw Valley State College (MI)
Salem State College (MA)
Sangamon State University (IL)
Shepherd College (WV)
Shippenburg University (PA)
Participating Institutions (continued):

- Slippery Rock University (PA)
- South Dakota School of Mines & Technology (SD)
- Southeast Missouri State University (MO)
- Southeastern Louisiana University (LA)
- Southeastern Massachusetts University (MA)
- Southern Arkansas University (AR)
- Southern Dakota School of Mines & Technology (SD)
- Southeast Missouri State University (MO)
- Southeastern Massachusetts University (MA)
- Southern Arizona State University (AZ)
- Southern Oregon State College (OR)
- Southern Utah State College (UT)
- Southwest Missouri State University (MO)
- St. Cloud University (MN)
- State University of New York College at Brockport (NY)
- State University of New York College at Cortland (NY)
- St. John's University (NY)
- Stephen F. Austin State University (TX)
- Tennessee Technological University (TN)
- Texas A&M University (TX)
- Texas Woman's University (TX)
- Towson State University (MD)
- Troy State University (AL)
- University of Akron, The (OH)
- University of Central Arkansas (AR)
- University of Colorado at Colorado Springs (CO)
- University of Colorado at Denver (CO)
- University of Maine at Farmington (ME)
- University of Maine at Fort Kent (ME)
- University of Montevallo (AL)
- University of Nebraska at Omaha (NE)
- University of Nevada, Las Vegas (NV)
- University of North Carolina at Asheville (NC)
- University of North Carolina at Charlotte (NC)
- University of North Florida (FL)
- University of Northern Iowa (IA)
- University of Science and Arts of Oklahoma (OK)
- University of South Alabama, The (AL)
- University of South Carolina - Aiken (SC)
- University of South Carolina at Spartanburg (SC)
- University of Southern Colorado (CO)
- University of Southern Mississippi (MS)
- University of Southwestern Louisiana (LA)
- University of Tennessee at Chattanooga (TN)
- University of Tennessee at Martin, The (TN)
- University of Texas at Dallas, The (TX)
- University of Texas at San Antonio (TX)
- University of Texas at Tyler, The (TX)
- University of Texas of the Permian Basin (TX)
- University of Wisconsin--Eau Claire (WI)
- University of Wisconsin--Green Bay (WI)
- University of Wisconsin--La Crosse (WI)
- University of Wisconsin--Platteville (WI)
- University of Wisconsin--Stevens Point (WI)
- University of Wisconsin--Superior (WI)
- University of Wisconsin--Oshkosh (WI)
- Valdosta State College (GA)
- Wayne State College (NE)
- Weber State College (UT)
- West Georgia College (GA)
- West Texas State University (TX)
- West Virginia College of Graduate Studies (WV)
- West Virginia Institute of Technology (WV)
- Western Connecticut State University (CT)
- Western Illinois University (IL)
- Western Kentucky University (KY)
- Western Michigan University (MI)
- Western New Mexico University (NM)
- Western Oregon State College (OR)
- Western State College of Colorado (CO)
- Wichita State University, The (KS)
- William Paterson College of New Jersey (NJ)
- Winston-Salem State University (NC)
- Youngstown State University (OH)

TOTAL: 167
APPENDIX C.
CUPA Private (AASCU) Faculty Salary-Trend Studies: 1983-84 and 1986-87

Institutions Participating in Both Studies:

- Abilene Christian University (TX)
- Albright College (PA)
- Albion College (MI)
- Alfred University (NY)
- Alma College (MI)
- American College, The (PA)
- American University, The (DC)
- Anna Maria College (MA)
- Aquinas College (MI)
- Arkansas College (AR)
- Asbury College (KY)
- Augsburg College (MN)
- Aurora University (IL)
- Ave Maria College (VA)
- Avila College (MO)
- Azusa Pacific University (CA)
- Babson College (MA)
- Bard College (NY)
- Barnard College (NY)
- Barry University (FL)
- Beaver College (PA)
- Bellarmine College (KY)
- Benedictine College (KS)
- Bethany College (WV)
- Bloomsburg College (PA)
- Bloor University (CA)
- Birmingham-Southern College (AL)
- Bishop College (TX)
- Boston College (MA)
- Boston University (MA)
- Bradley University (IL)
- Briar Cliff College (IA)
- Bridgewater College (VA)
- Bryn Mawr College (PA)
- Bucknell University (PA)
- Butler University (IN)
- Canisius College (NY)
- Capital University (OH)
- Carroll College (MT)
- Catawba College (NC)
- Cedar Crest College (PA)
- Cedarville College (OH)
- Centenary College (NJ)
- Central College (IA)
- Centre College (KY)
- Central Michigan University (MI)
- Central Wesleyan College (SC)
- Christian Brothers College (IN)
- Clark University (MA)
- Cogswell Polytechnical College (CA)
- Colorado College (CO)
- College of Idaho, The (ID)
- College of Mount Saint Vincent (NY)
- College of New Rochelle (NY)
- College of Notre Dame (CA)
- College of Saint Elizabeth (NJ)
- College of St. Scholastica (MN)
- College of the Holy Cross (MA)
- College of Wooster, The (OH)
- Columbia College (MI)
- Concordia College (MN)
- Cooper Union for the Advancement of Science and Art, The (NY)
- D'Youville College (NY)
- Defiance College, The (OH)
- DePauw University (IN)
- DePauw University (IN)
- Dickinson College (PA)
- Doane College (NE)
- Dordt College, Inc. (IA)
- Drake University (IA)
- Drew University (NJ)
- Eastern College (PA)
- Eckerd College (FL)
- Elmira College (NY)
- Emory & Henry College (VA)
- Erskine College (SC)
- Ferrum College (VA)
- Findlay College (OH)
- Fontbonne College (MO)
- Fordham University (NY)
- Franklin and Marshall College (PA)
- Furman University (SC)
- Gettysburg College (PA)
- George Washington University, The (DC)
- Georgetown University (DC)
- Gonzaga University (WA)
- Graceland College (IA)
- Greensboro College (NC)
- Guilford College (NC)
- Hamline University (MN)
- Hartwick College (NY)
- Hawaii Loa College (HI)
- Heidelberg College (OH)
- Hood College (MD)
- Hope College (MI)
- Huntington College (IN)
Participating Institutions, continued:

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Participating Institutions, continued:

Transylvania University (KY)
Tri-State University (IN)
Trinity College (DC)
Trinity College (VT)
Trinity University (TX)
University of Dayton (OH)
University of Dubuque, The (IA)
University of La Verne (CA)
University of Miami (FL)
University of Portland (OR)
University of San Diego (CA)
University of Scranton (PA)
University of the South, The (TN)
University of Tulsa (OK)
Ursuline College (OH)
Valparaiso University (IN)
Villa Maria College (PA)
Virginia Union University (VA)
Viterbo College (WI)
Wabash College (IN)
Wagner College (NY)
Walsh College (OH)
Warner Pacific College (OR)
Washington and Jefferson College (PA)
Washington and Lee University (VA)
West Virginia Wesleyan College (WV)
Western Maryland College (MD)
Westminster College (IA)
Westminster College of Salt Lake City (UT)
Whitman College (WA)
Whittier College (CA)
Widener University (PA)
William Jewell College (MO)
William Marsh Rice University (TX)
William Penn College (IA)
Wilmington College (OH)
Wilson College (PA)
Wittenburg University (OH)
York College of Pennsylvania (PA)

TOTAL: 235