

College of Social Studies

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May 1, 2023

To the Trustees of Wesleyan University,

As current and former Chairs of Wesleyan's Compensation and Benefits Committee, we write to you today with growing alarm about the erosion of Wesleyan pay and benefits due to the 2020–21 pay freeze, recent high inflation, and the failure of Wesleyan to pay salaries that keep up with the cost of living. This is part of a longstanding problem of the administration's unwillingness to abide by agreements with the faculty to keep Wesleyan salaries within the top third of our comparison peer group.

Average faculty salaries at all ranks are down 7.5% in real terms over the past three years. Among Associate and Full Professors they are down by 8.6% and 9.9% in real terms on average, respectively. Moreover, the last 5-year period has seen the slowest annual compounded real growth in faculty salaries of any period over the last 25 years (see attachment, slide 1). The resulting compression of salaries and retirement savings has forced senior faculty to delay retirements. These faculty now occupy positions much longer than they want, delaying new tenure-track hires. In the meantime, the President and administration have opted to dramatically increase the hiring of lower-salaried contingent faculty (Professors of the Practice & Visitors). The result is that Wesleyan now has one of the lowest tenure densities in our 15 school peer group (see attachment, slide 2).

The most recent AAUP salary survey indicates that Wesleyan salaries at all ranks are once again approaching the bottom of our peer group (see attachment, slide 3), placing us #10 for Full and #11 for Associate and Assistant Professors. This is far from the top third of the peer group that the administration and faculty mutually agreed would be the Wesleyan salary target. Recall that this peer group and salary target were chosen in 2001 because the administration did not meet previous salary targets of an earlier, more competitive peer group. The failure of the administration to honor this agreement was brought to the Trustees' attention, as documented in a letter signed by 156 faculty members and professional librarians in November 2006 (see attachment, slides 4–7). Wesleyan's retirement plan employer match is also well below benchmarks established by our peers, exacerbating the problem of delayed retirements (see attachment, slide 8).

The unwillingness of the President and administration to pay salaries that keep up with the cost of living or meet our peer group salary target was discussed at length by the CBC at a faculty meeting on December 7, 2021. The CBC entered a motion at that meeting with seven recommendations for addressing this crisis in faculty pay and benefits. That motion read:

The faculty requests the President and administration take steps to address the erosion of faculty salaries from the pay freeze and accelerating inflation precipitated by the current Covid-related crises. These steps include measures to address the negative impact of the

recent pay freeze and inflation and the problem of severely underpaid continuing faculty, visitors, and per-course instructors. In order to strengthen the quality of instruction and the ranking and reputation of the university, the faculty recommends returning to the compensation target agreed with the faculty in 2001 to place Wesleyan average faculty salaries at all ranks in the top third of our fifteen school comparison group.

This motion passed the faculty by an overwhelming vote of 161-1-1 (attachment, slides 9–10). The President and the administration never responded directly to this motion and mostly ignored the CBC's recommendations. Recommendation #1 of the December 2021 CBC presentation was a 12% across the board salary increase for 2022–23 (see attachment, slide 11). This was the only way that Wesleyan would begin to make headway against the pay freeze, inflation, and the resulting compounded erosion of salaries and retirement savings over the previous two years. To put this into context, in 2021 and 2022 the Social Security Administration added 5.9% and 8.7% increases to benefits (COLAs) due to the inflationary erosion of Social Security payments. That is a 14.6% Social Security increase over those two years (see <https://www.ssa.gov/oact/cola/colaseries.html>).

The President and administration ignored the CBC's recommendation, paying all faculty a 7.8% nominal increase on average. It was only 6.1% and 6.3% for Full and Associate Professors, respectively. It did little to address the negative compounding of previous years and has been almost completely eroded by inflation over the current year. It has also resulted in a significant drop in our peer group salary ranking, as already noted.

The administration has proposed to repeat a 6–7% nominal salary increase for 2023–24, which is woefully inadequate. Inflation has been stubbornly persistent. The 12 month CPI in March 2023 was up by 0.1% to 5% before seasonal adjustments <https://www.bls.gov/news.release/cpi.nr0.htm>. One-time supplemental payments to address inflation not part of salary (also floated by the administration) will do nothing to counteract the negative compounding of salaries and retirement savings from three years of inflationary erosion.

In sum, a 12% across the board salary increase for 2023–24 is more urgently needed this year than ever. The university has more than enough resources to pay this increase. As the IRS 990 filings for the years 2015–2020 reveal, the Trustees managed to find millions in bonus and incentive pay as well as in large salary increases (often in excess of 15% per year) for the President and senior members of the administration (attachment, slide 12). That was before the unusually high endowment returns of recent years. It is unlikely that the President, Chief Investment Officer, and vice-presidents of the university have seen 7.5–9.9% reductions in their real salaries over the last three years. Should the university's financial success benefit only the President and the senior administration?

Beyond a substantial real increase in faculty salaries this year, reaching and maintaining our peer group salary target will require a sustained commitment by the Trustees, President, and administration to honor prior agreements with the faculty. It will also require hiring more tenure-track faculty. Anything short of that is unsustainable and will result in serious additional declines in our status as a leading national liberal arts university. We urge you to make this deferred investment in the faculty.

Yours sincerely,

Peter Rutland, Chair, Compensation and Benefits Committee 2022–23; Colin and Nancy Campbell Professor in Global Issues and Democratic Thought; Professor of Government; Co-Chair, College of Social Studies

Erik Grimmer-Solem, Chair, Compensation and Benefits Committee 2021–22; Ezra and Cecile Zilkha Professor in the College of Social Studies; Professor of History; Co-Chair, College of Social Studies

Joel Pfister, Chair, Compensation and Benefits Committee 2020–21; Olin Professor of English; Professor of American Studies

Susanne Fusso, Chair, Compensation and Benefits Committee 2019–20; Marcus L. Taft Professor of Modern Languages; Professor of Russian, East European, and Eurasian Studies

[NB: Chair of the Compensation and Benefits Committee in 2018–19 was Michael McAlear, who is retired and therefore not a signatory to this letter.]

Ulrich Plass, Chair, Compensation and Benefits Committee 2017–18; Professor of German Studies; Professor, Letters; Chair, Educational Policy Committee

Stephanie Weiner, Chair, Compensation and Benefits Committee 2016–17; Professor of English; Director, Academic Writing

Anu (Aradhana) Sharma, Chair, Compensation and Benefits Committee 2015–16; Associate Professor of Anthropology; Associate Professor, Feminist, Gender, and Sexuality Studies

Sean McCann, Chair, Compensation and Benefits Committee 2014–15; Kenan Professor of the Humanities; Professor of English

John Bonin, Chair, Compensation and Benefits Committee, 2013–14; Chester D. Hubbard Professor of Economics and Social Science; Professor of Economics; Tutor, College of Social Studies

Marc Eisner, Chair, Compensation and Benefits Committee, 2012–13; Henry Merritt Wriston Chair of Public Policy; Professor of Government and Environmental Studies

Attachment, slide 1

Salary Increases for Continuing Faculty by Rank, 1996-97 through 2022-23

Academic year	Full		Associate		Assistant		All Faculty		CPI ^c
	Nominal ^a	Real ^b	Nominal ^a	Real ^b	Nominal ^a	Real ^b	Nominal ^a	Real ^b	
2022-23	6.1%	-0.4%	6.3%	-0.1%	7.6%	1.2%	7.8%	1.4%	6.4% **
2021-22	4.4%	-4.1%	4.7%	-3.8%	4.8%	-3.7%	4.5%	-4.1%	8.5%
2020-21	0.0%	-5.4%	0.7%	-4.7%	1.1%	-4.3%	0.6%	-4.8%	5.4%
2019-20	3.9%	2.9%	4.3%	3.3%	5.2%	4.2%	4.5%	3.5%	1.0%
2018-19	4.0%	2.2%	4.4%	2.6%	5.2%	3.4%	4.3%	2.5%	1.8%
2017-18	4.1%	1.2%	4.0%	1.1%	4.7%	1.8%	4.5%	1.6%	2.9%
2016-17	4.1%	2.4%	4.5%	2.8%	5.2%	3.5%	4.4%	2.7%	1.7%
2015-16	4.2%	3.4%	5.3%	4.5%	4.8%	4.0%	4.6%	3.8%	0.8%
2014-15	4.7%	4.5%	6.3%	6.1%	4.7%	4.5%	5.1%	4.9%	0.2%
2013-14	4.4%	2.4%	6.2%	4.2%	5.2%	3.2%	4.9%	2.9%	2.0%
2012-13	4.1%	2.1%	6.2%	4.2%	6.7%	4.7%	5.0%	3.0%	2.0%
2011-12	1.6%	0.2%	3.2%	1.8%	3.8%	2.4%	2.6%	1.2%	1.4%
2010-11	2.0%	-1.6%	2.1%	-1.5%	3.3%	-0.3%	2.1%	-1.5%	3.6%
2009-10	0.0%	-1.2%	0.4%	-0.8%	1.1%	-0.1%	0.4%	-0.8%	1.2%
2008-09	5.3%	7.4%	5.4%	7.5%	6.0%	8.1%	5.5%	7.6%	-2.1%
2007-08	5.4%	-0.2%	7.8%	2.2%	6.9%	1.3%	6.1%	0.5%	5.6%
2006-07	3.7%	1.3%	4.3%	1.9%	4.3%	1.9%	3.9%	1.5%	2.4%
2005-06	3.4%	-0.7%	4.2%	0.1%	3.9%	-0.2%	3.7%	-0.4%	4.1%
2004-05	3.0%	-0.3%	3.1%	-0.1%	3.8%	0.6%	3.2%	0.0%	3.2%
2003-04	5.9%	2.9%	6.4%	3.4%	6.7%	3.7%	6.1%	3.1%	3.0%
2002-03	5.1%	3.0%	6.5%	4.4%	6.1%	4.0%	5.4%	3.3%	2.1%
2001-02	6.7%	5.2%	6.9%	5.4%	6.7%	5.2%	6.7%	5.2%	1.5%
2000-01	6.7%	4.0%	7.8%	5.1%	7.5%	4.8%	7.0%	4.3%	2.7%
1999-00	6.3%	2.6%	6.8%	3.1%	7.1%	3.4%	6.5%	2.8%	3.7%
1998-99	3.8%	1.7%	4.3%	2.2%	4.6%	2.5%	4.0%	1.9%	2.1%
1997-98	3.6%	1.9%	4.6%	2.9%	5.6%	3.9%	4.0%	2.3%	1.7%
1996-97	4.7%	2.5%	5.0%	2.8%	5.3%	3.1%	4.8%	2.6%	2.2%

(period ending June 30)

CUMULATIVE INCREASES

5 years	8.1%	-0.5%	9.5%	0.9%	11.9%	3.2%	9.6%	1.0%
10 years	33.4%	14.1%	41.4%	21.1%	42.2%	21.8%	37.8%	18.0%
15 years	51.6%	21.9%	67.5%	34.9%	74.4%	40.6%	60.6%	29.3%
20 years	86.6%	25.5%	115.1%	45.2%	123.7%	51.1%	101.0%	35.4%
25 years	146.5%	47.7%	193.8%	76.7%	204.8%	83.5%	168.0%	60.9%

ANNUAL COMPOUND GROWTH RATES

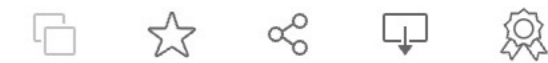
5 years	1.6%	-0.1%	1.8%	0.2%	2.3%	0.6%	1.9%	0.2%
10 years	2.9%	1.3%	3.5%	1.9%	3.6%	2.0%	3.3%	1.7%
15 years	2.8%	1.3%	3.5%	2.0%	3.8%	2.3%	3.2%	1.7%
20 years	3.2%	1.1%	3.9%	1.9%	4.1%	2.1%	3.6%	1.5%
25 years	3.7%	1.6%	4.4%	2.3%	4.6%	2.5%	4.0%	1.9%

^a As reported to the AAUP

^b Adjusted for CPI (calculated July 1 - June 30)

^c CPI is from BLS (https://data.bls.gov/timeseries/CUUR0000SA0&output_view=pct_12mths).

** CPI for is as of January 2023



- Salary
- Gender Equity
- Tenure
- Retirement
- Medical
- Tuition
- Part-Time
- Salary Details
- Other Details

Survey Year

- 2019-20
- 2020-21
- 2021-22

Institution

(Multiple values)

State

(All)

AAUP Category

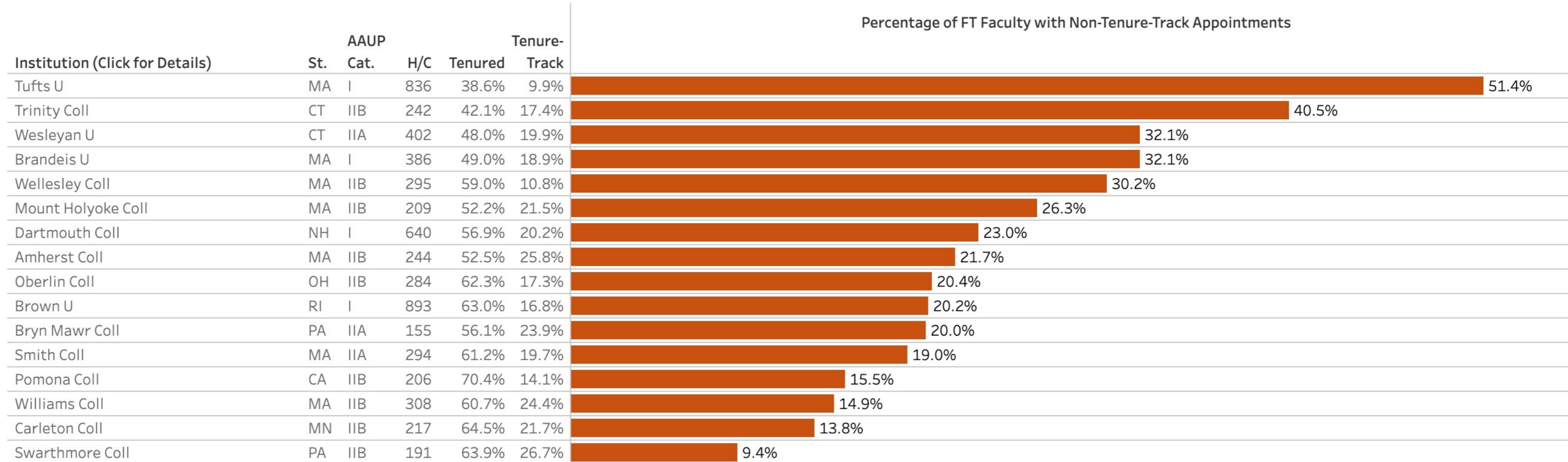
- (All)
- I - Doctoral
- IIA - Master's
- IIB - Baccalaureate
- III - Associate's w/ Ranks
- IV - Associate's w/o Ranks

Control/Affiliation

- PI - Private-Independent

2021-22 AAUP Faculty Compensation Survey Results

Percentage of Full-Time Faculty with Non-Tenure-Track Appointments
All Full-Time Faculty, Fall 2021



Attachment, slide 3

AAUP salary survey 2023

	Full	Assoc.	Assis.	All ranks	(\$ 000)
Dartmouth	258	161	126	177	
Brown	206	139	104	157	
Williams	168	118	105	135	
Pomona	170	130	105	130	
Swarthmore	163	120	98	129	
Brandeis	171	120	102	127	
Amherst	169	119	105	126	
Carleton	149	115	93	125	
Tufts	169	123	105	124	
Wellesley	166	117	96	120	
Wesleyan	162	114	92	119	
Smith	148	112	92	118	
Trinity	140	105	88	99	
Mt Holyoke	134	100	88	96	
2023 Wes. rank (out of 14)	#10	#11	#11	#11	
2021 Wes. rank (out of 15)	#6	#8	#8		
2006 Wes. rank (out of 15)	#8	#11	#8		

Oberlin is in the comparison group, but data for 2023 is not available.



Nov 13, 2006

To the Trustees of Wesleyan University

The Faculty of Wesleyan University has long supported institutional goals of excellence in teaching and scholarship. In national surveys, the academic reputation of the University is ranked consistently among the top ten liberal arts institutions in the country. Today we see this excellence threatened by inadequate support for the Faculty and their work. In the same national surveys, Wesleyan ranks 40th in faculty resources, including faculty compensation.

We note:

- In 2001 the Faculty and the Administration reached agreement on a group of 15 comparison schools and set the goal that Wesleyan faculty salaries would fall within the top third of this group. The Faculty has always agreed that this goal represents fair compensation.
- This goal has never been met by the Administration. Moreover, recent sub-inflationary salary increases have resulted in Wesleyan faculty salaries falling further in rank within the comparison group.
- In addition, institutional contributions to faculty retirement plans have been cut in half over the past 25 years. As a result, the Wesleyan Faculty can expect accumulated retirement savings at a level 30% lower than for faculty in the comparison group. This deficiency imperils the University's ability to recruit and retain excellent young faculty.
- We applaud the recent successful capital campaign, the record-breaking levels of fund raising, the substantial enhancements to the physical campus, and continued support for need-blind admissions. At the same time, the Faculty have been told year after year that there are insufficient funds for their compensation to meet the agreed goal.

We expect the University to work with the Faculty Compensation and Benefits Committee:

- 1) to honor its commitments and raise faculty salaries up to the previously agreed level before the end of the 2007-2008 fiscal year,
- 2) to maintain faculty salaries at least within the top third among the comparison group going forward, and
- 3) to provide retirement benefits for faculty comparable to those provided within the comparison group.

The Faculty is deeply committed to Wesleyan University. It is time for the University to show the same commitment to its Faculty.

Signed by 156 faculty members and professional librarians (attached)

Attachment , slide 5

Henry Abelove, Professor of English
Richard Adelstein, Professor of Economics
Helen Aiello, Serials Librarian
Stephen Angle, Associate Professor of Philosophy
Michael Armstrong-Roche, Associate Professor of Romance Languages and Literatures
Allan Berlind, Professor of Biology, Emeritus
Jonathan Best, Professor of Art History
Michaëlle Biddle, Head of Preservation Services
Steven Bischof, Science Librarian
Reinhold Blümel, Charlotte Augusta Ayres Professor of Physics
Petra Bonfert-Taylor, Associate Professor of Mathematics
John Bonin, Professor of Economics
Ann Burke, Associate Professor of Biology
John Carr, Professor of Theater
Douglas Charles, Professor of Anthropology
Barry Chernoff, Professor of Biology
Mary Ann Clawson, Professor of Sociology
Fred Cohan, Professor of Biology
Karen Collins, Professor of Mathematics
Wistar Comfort, Edward Burr van Vleck Professor of Mathematics
Christina Crosby, Professor of English and Feminist, Gender, and Sexuality Studies
Andrew Curran, Associate Professor of Romance Languages and Literatures
Jonathan Cutler, Associate Professor of Sociology
Stephen Devoto, Associate Professor of Biology
Lisa Dierker, Associate Professor of Psychology
Alex Dupuy, Professor of Sociology
Fred Ellis, Professor of Physics
Nina Felshin, Curator of Exhibitions, Zilkha Gallery and Adjunct Lecturer in Art History
Adam Fieldsteel, Professor of Mathematics
John Finn, Professor of Government
William Firshein, Professor of Biology, Emeritus
Douglas Foyle, Associate Professor of Government
Albert Fry, Professor of Chemistry
Susanne Fusso, Professor of Russian Language and Literature
Valerie Gillispie, Assistant University Archivist
Antonio Gonzalez, Professor of Romance Languages and Literatures
Peter Gottschalk, Associate Professor of Religion
Laura Gabel, Professor of Biology
Lori Gruen, Associate Professor of Philosophy
Patricia Hill, Professor of History and American Studies
Manju Hingorani, Associate Professor of Molecular Biology and Biochemistry
Kendall Hobbs, Reference Librarian
Scott Holmes, Associate Professor of Molecular Biology and Biochemistry
Steven Horst, Associate Professor of Philosophy
Mark Hovey, Associate Professor of Mathematics
Joyce Jacobsen, Andrews Professor of Economics

Attachment, slide 6

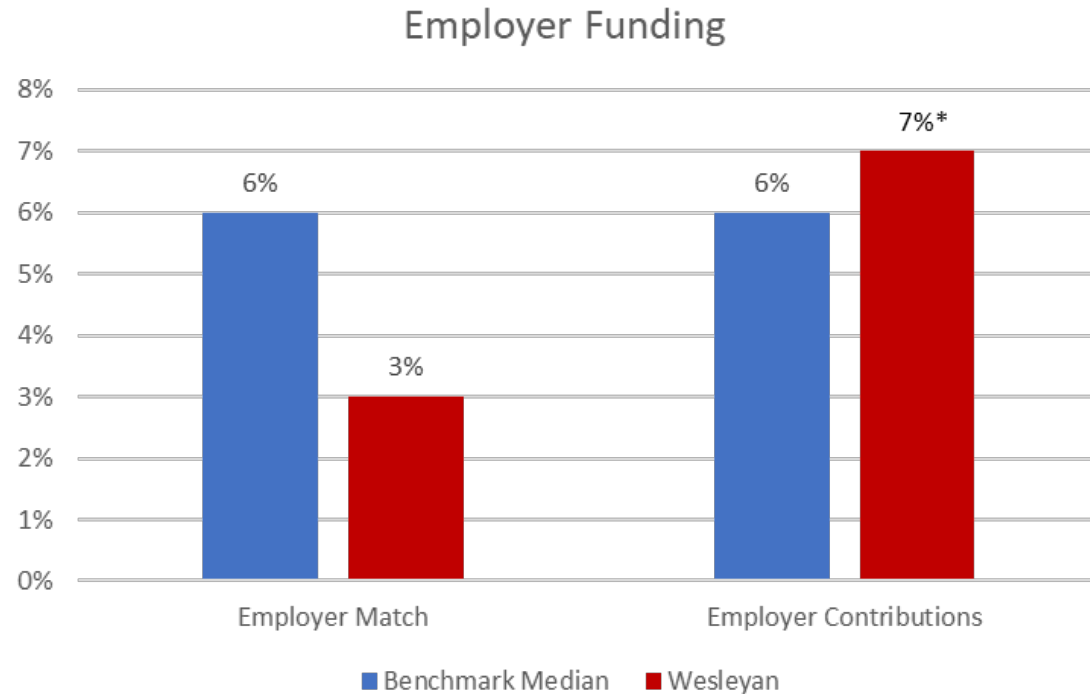
Susanne Javorski, Art and Reference Librarian
Ron Jenkins, Professor of Theater
William Johnston, Professor of History
Indira Karamcheti, Associate Professor of English
Marilyn A. Katz, Professor of Classical Studies
Michael Keane, Professor of Mathematics
Peter Kilby, Professor of Economics
John Kirn, Associate Professor of Biology
Joseph Knee, Professor of Chemistry
Ronald Kuivila, Adjunct Professor of Music
EunJoo Lee, Head of Access Services, Olin Library
Leo Lensing, Professor of German Studies and Film Studies
Alvin Lucier, John Spencer Camp Professor of Music
Peter Mark, Professor of Art History
Bruce Masters, Professor of History
Michael McAlear, Associate Professor of Molecular Biology and Biochemistry
Elizabeth McAlister, Associate Professor of Religion
Sean McCann, Associate Professor of English
Priscilla Meyer, Professor of Russian Language and Literature
Jill Morawski, Professor of Psychology
Ishita Mukerji, Associate Professor of Molecular Biology and Biochemistry
Russell Murphy, Professor of Government
Janice Naegele, Professor of Biology
Alan Nathanson, Bibliographer/Reference Librarian
Howard Needler, Professor of Letters
David Nelson, Artist in Residence, Music
Ellen Nerenberg, Associate Professor of Romance Languages and Literatures
Stewart Novick, Professor of Chemistry
Laurie Nussdorfer, Professor of History and Letters
Suzanne O'Connell, Associate Professor of Earth and Environmental Sciences
Donald Oliver, Professor of Molecular Biology and Biochemistry
John Paoletti, Professor of Art History
Christopher Parslow, Professor of Classical Studies
William Pinch, Professor of History
Catherine Poisson, Associate Professor of Romance Languages and Literatures
Philip Pomper, Professor of History
Claire Potter, Professor of History
Rex Pratt, Professor of Chemistry
Wendy Rayack, Associate Professor of Economics
Michael Roberts, Professor of Classical Studies
Rob Rosenthal, Professor of Sociology
Renee Romano, Associate Professor of History
Irina Russu, Professor of Chemistry
John Salzer, Professor of Astronomy
Ronald Schatz, Professor of History
Jeffrey Schiff, Professor of Art

Attachment, slide 7

David Schorr, Professor of Art
Paul Schwaber, Professor of Letters
Nancy Schwartz, Professor of Government
Philip Scowcroft, Professor of Mathematics
John Seamon, Professor of Psychology
Mark Slobin, Professor of Music
Richard Slotkin, Professor of English
Gay Smith, Professor of Theater
Brian Stewart, Associate Professor of Physics
William Stowe, Professor of English
Ruth Striegel-Moore, Professor of Psychology
Andrew Szegedy-Maszak, Professor of Classical Studies
Suzy Taraba, University Archivist
Edward Taylor, Associate Professor of Mathematics
Khachig Tololyan, Professor of English
Elizabeth Traube, Professor of Anthropology
Jennifer Tucker, Associate Professor of History
Patricia Tully, Associate University Librarian
Alfred Turco, Professor of English
Phillip Wagoner, Professor of Art History
T. David Westmoreland, Associate Professor of Chemistry
Duffield White, Associate Professor of Russian Language and Literature
Ellen Widmer, Professor of Asian Languages and Literatures
Ann Wightman, Professor of History
Jan Willis, Professor of Religion
Krishna Winston, Professor of German Studies
Carol Wood, Professor of Mathematics
Su Zheng, Associate Professor of Music
Jeremy Zwelling, Associate Professor of Religion

and 36 untenured faculty members

Wesleyan retirement plan 2019-20 compared with the CUPA median*



*7% under \$80,500 in eligible earnings, 10% for eligible earnings over \$80,500.

Employer match is contribution given to those employees who make elective contributions to the plan.

Employer contribution is made even if employee chooses not to make election contributions.

*CUPA=College and University Professional Association, an association of human resource professionals in higher education, which collects data on retirement plans via surveys. This median was derived from New England private college retirement plans.

Attachment, slide 9

Minutes of the Wesleyan Faculty Meeting
Monday, December 7, 2021, 11:50 a.m.
Zoom Meeting

1. Ishita Mukerji, Chair of the Faculty, called the meeting to order at 11:51 a.m. Peak attendance totaled 221.
2. The minutes of the faculty meeting of November 9, 2021 were approved.
3. Sheryl Culotta, the Associate Provost, made a presentation providing an update from the Accreditation Steering Committee. (See Attachment I). She informed the faculty of the current timeline for the Accreditation process and how they may participate. She invited all faculty to look at the current narrative draft of the Report, and to send either a private email to the relevant chair of each section or to post a comment publicly on the blog.
4. Nicole Stanton, the Provost and Vice-President for Academic Affairs, presented the Provost's Service Leadership Award to Ishita Mukerji. There was boisterous and joyful celebration. (See Attachment II).
5. Renell Wynn, Vice-President for Communications, James Sims, the Director of Strategic Communication, and Steven Scarpa, Manager of Media and Public Relations, made a presentation to the Faculty meeting on the work of, and available resources available through, University Communications.

They encouraged faculty to make use of the Office of Communications to promote their research and scholarship by placing it in local and national media. They identified some of the major venues through which this can be done (including, but not limited to, The Wesleyan Connection and The Conversation). They noted some of the recent instances when faculty have appeared on radio (NPR), television (CNN), and print media (*New York Times*, the *Hartford Courant*, and the Associated Press). They ended by inviting the faculty to use the expertise and resources available at University Communications.

6. Erik Grimmer-Solem, Chair of the Compensation and Benefits Committee (CBC), and other members of the CBC (Jeff Rider, Khalil Johnson, and Phil Resor) made a presentation to the meeting. (See Attachment III). The CBC made a motion:

Attachment slide 10

Resolved, the faculty requests the President and administration take steps to address the erosion of faculty salaries from the pay freeze and accelerating inflation precipitated by the current Covid-related crises. These steps include measures to address the negative impact of the recent pay freeze and inflation and the problem of severely underpaid continuing faculty, visitors, and per-course instructors. In order to strengthen the quality of instruction and the ranking and reputation of the university, the faculty recommends returning to the compensation target agreed with the faculty in 2001 to place Wesleyan average faculty salaries at all ranks in the top third of our fifteen school comparison group.

There was much discussion of the motion. Many faculty members applauded the work of CBC in conducting this research and making these recommendations for rectifying the situation.

There was some discussion about the historical context in which faculty have lost political power in addressing compensation issues. Some identified the decline of the AAUP chapter – or, the AAUP discussion group – in about 1990 as part of that process.

Some faculty sought more information about the salary scale of continuing faculty, others about the distinction between the median and the mean, and others about the distribution among different ranks.

The motion passed 161-1-1

7. Nicole Stanton, the Provost and Senior Vice-President for Academic Affairs, made her remarks to the meeting. She began by thanking the CBC and the faculty representatives to the Board of Trustees Finance Committee for their advocacy for faculty.

In response to the request for more information about faculty compensation, she stated that, in the interest of transparency, Academic Affairs would create a small data suite on the Faculty Moodle. Such data would help provide information to understand and answer the question of continuing faculty compensation, and the question of distribution (the relation of outliers to the peer group, for instance). She also proposed another further conversation about faculty compensation once the data are made available. She said that

CBC recommendations

1. A 4 % raise, a 4% quality retention investment, and a 4% cost of living adjustment paid to all faculty in 2022-23 (a **12% total salary increase**)
 - The quality retention investment works toward correcting multiple years of below peer group target salary increases and helps assure that the university can hire and retain the best faculty in 2022-23
 - The cost of living adjustment recognizes that inflation is at a 30 year high. The CPI in July 2021 was 5.4 % and is currently running at an annualized rate of 6.2%

