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ABSTRACT

Average salary increases for 3,983 faculty in the field of business and management are reported for 1985-1986, as part of the College and University Personnel Association's annual faculty salary studies. Included are comparative data for 108,074 faculty at 174 public colleges and 193 private colleges, representing 41 academic disciplines. In 1982, 77 public and 70 private colleges reported on business and management faculty salaries, while 73 public and 75 private colleges reported in 1985. Between 1982 and 1985, average salaries of faculty in this field increased 24.5% at public colleges and 15.1% at private colleges. The average salary for faculty in business and management was above the average faculty salary in the other 40 disciplines (8% above for public colleges and 11% above for 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 average salaries of all public and all private colleges in both years studied; comparisons between the 2 years and with the Consumer Price Index of Changes in cost-of-living; and comparisons with 40 other disciplines. The disciplines and participating institutions are listed. (SW)

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SALARY-TREND STUDY OF FACULTY IN BUSINESS AND MANAGEMENT

FOR THE YEARS

1982-83 AND 1985-86

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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 1985-86. 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 41 selected academic disciplines including business 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 and management in the CIP is as follows:

A summary of groups of instructional programs that describe the processes of purchasing, selling, producing, and interchanging of goods, commodities, and services in profit making and non-profit public and private institutions and agencies.

This article presents a summary of the overall average salary increases in the discipline/major field of business and management from the "baseline year" of 1982-83 to and including the "trend year" of 1985-86 for both public and

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Richard D. Howe

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private institutions. Of the 227 institutions which participated in CUPA's PUBLIC (AASCU) study of 1982-83, 174 also participated in 1985-86. Data from those same 174 institutions were used in both the baseline year and the trend year. Of the 299 institutions which participated in CUPA'S PRIVATE study of 1982-83, 193 also participated in 1985-86. Data from those same 193 institutions were used in both the baseline year and the trend year.

In addition to listing the average salaries in business and management for both public and private participating institutions by rank, including "new assistant professor," and listing the faculty mix percentage (FAC MIX PCT) and the salary factor, comparisons are made between the two studies for each of the two study years (1982-83 and 1985-86) and with the CPI (Consumer Price Index) of changes in cost-of-living.

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 and the CPI yields 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



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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 .32 for associate professor of business and management in the 1982-83 public study means that 32 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 1982-83, PUBLIC 1985-86, PRIVATE 1982-83 and PRIVATE 1985-86. For example, a SALARY FACTOR of 1.12 for assistant professors in the discipline/major field of business and management in the 1982-83 public study means that their salaries are 12 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 (1982-83 or 1985-86). 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 41 disciplines/major fields in each of the four studies. It is used to compare, among other things, the discipline/major field of business 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 1982-83 and the "trend year" of 1985-86 will lessen the reliability and validity of any conclusions that one might make



PROF SALARY NUM N/IN			ASSO PROF SALARY NUM N/IN			ASST PROF SALARY NUM N/IN			NEW ASST PROF SALARY NUM N/IN			INSTRUCTOR SALARY NUM N/IN				ALL RANKS LARY NUM N/IN		
PUBLIC, 1982-83: BUSINESS AND MANAGEMENT AVERAGE																		
SALARY: FAC MIX	34431	332	60	28958	440	71	24388	425	69	23975	70	36	18756	192	43	27457	1389	77
PCT: SALARY	0.24			0.32			0.31			0.05			0.14			1.00		
FACTOR:	1.06			1.10			1.12			1.13			1.06			1.04		
ALL MAJOR FIELDS																		
AVERAGE SALARY: FAC MIX	32388	11542		26256	11188		21826	9574		21240	1268		17727	2833		26376	35137	174
PCT:	0.33			0.32			0.27			0.04			0.08			1.00		
	PUBLIC, 1985-86: BUSINESS AND MANAGEMENT																	
AVERAGE SALARY:		379	60	35575	413	67	30350	439	63	31668	74	29	22920	165	42	34188	1396	73
FAC MIX	0.27			0.30			0.31			0.05			0.12			1.00		
SALARY FACTOR:	1.10			1.14			1,17			1.25			1.10			1.08		
	ALL MAJOR FIELDS																	
AVERAGE SALARY:	38313	14197		31105	12327		26030	10424		25238	1541	•	20871	2867		31610	39815	174
FAC MIX PCT:	0.36			0.31			0.26			0.04			0.07			1.00		
PRIVATE	. 1982	-83:					BUST	NESS A	AND	MANAGEME	NT				_			
AVERAGE SALARY:			29	28608	215	52	24429		52	24050	-	19	19575	48	26	28716	614	70
FAC MIX PCT:	0.25			0.35			0.33			0.05			0.08			1.00		
SALARY FACTOR:	1.14			1.13			1,18			1.18			1.18			1.14		
ALL MAJOR FIELDS																		
AVERAGE																		
SALARY: FAC MIX			1	25294	4894		20633	5201		20374	739		16552	1223		25213	15823	193
PCT:	0.28			0.31			0.33			0.05			υ.08			1.00		
PRIVATE, 1985-86: BUSINESS AND MANAGEMENT																		
AVERAGE SALARY:	42525	145	41	33783	189	50	28118	203	58	28697	35	21	22120	47	24	33045	584	75
FAC MIX	0.25			0.32			0.35			0.06			0.08			1.00		÷
SALARY FACTOR:	1.10			1.14			1.16			1.20			1.15			1.11		
							A	IL MA	JOR	FIELDS								
AVERAGE		F		00556	F1 0 0		01011			0000	01.5		10077	1057			17000	100
SALARY: FAC MIX			1	29556	5423		24241			23887	843		19277	1257		29850	1/299	193
PCT:	0.30			0.31			0.31			0.05			0.07			1.00		



based on a simple comparison of averages.

RESULTS OF THE TWO PUBLIC (AASCU) STUDIES, 1982-83 AND 1985-86

In the PUBLIC 1982-83 salary study in the above table, the reader may note that the discipline/major field of business and management was reported in 77 of the 174 public (AASCU) institutions. The average salary of the 1,389 faculty was \$27,457. This average salary was approximately 4 percent (1.04) higher than the average salary of \$26,376 for all 35,137 faculty in ALL MAJOR FIELDS in the 1982-83 public study.

In the PUBLIC 1985-86 salary study in the above table, the discipline/major field of business and management was reported in 73 of the same 174 public (AASCU) institutions. The average salary of the 1,396 faculty was \$34,188. This average salary was approximately 8 percent (1.08) higher than the average salary of \$31,610 for all 39,815 faculty in ALL MAJOR FIELDS in the 1985-86 public study.

The increase in average salaries for all faculty in business and management after three years in the public institutions studied was 24.5 percent (\$34,188 minus \$27,457 equals \$6,731). The CPI of increased cost-of-living between October 1982 and October 1985 was 10.7 percent. A more realistic increase, therefore, in average faculty salaries over the three-year time period is 13.8 percent or an average of 4.6 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 19.8 percent (\$31,610 minus \$26,376 equals \$5,234). In comparison to ALL MAJOR FIELDS, faculty in the discipline/major field of business and management (24.5%) increased their salaries by 4.7 percent (24.5% minus 19.8% equals 4.7%) more than faculty in ALL MAJOR FIELDS.



Since the discipline/major field of business and management is one of the "younger" disciplines, the reader may note that the faculty mix percentage is lower at the professor rank than at the assistant professor rank in the public studies; 0.24 vs. 0.31 (1982-83) respectively; and 0.27 vs. 0.31 (1985-86) respectively. The differences in faculty mix percentage at the ranks of professor and assistant professor in ALL MAJOR FIELDS for both public studies is as follows: 0.33 vs. 0.27 (1982-83) and 0.36 vs. 0.26 (1985-86) respectively. In other words ALL MAJOR FIELDS has a higher percentage of professors and a lower percentage of assistant professors than business and management in both public studies.

Finally, the hiring rate of new assistant professors in business and management in the public studies was 5.0 percent (70/1,389) in 1982-83 vs. 3.6 percent (1,268/35,137) found in ALL MAJOR FIELDS in 1982-83. Also, the hiring rate of new assistant professors in business and management in 1985-86 was 5.3 percent (74/1,396) vs. 3.9 percent (1,541/39,815) in ALL MAJOR FIELDS that same year. In other words the hiring rate in the discipline/major field of business and management is greater than for ALL MAJOR FIELDS in both of the public studies.

RESULTS OF THE TWO PRIVATE STUDIES, 1982-83 AND 1985-86

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In the PRIVATE 1982-83 salary study in the above table, the reader may note that the discipline/major field of business and management was reported in 70 of the 193 private institutions. The average salary of the 614 faculty was \$28,716. This average salary was approximately 14 percent (1.14) higher than the average salary of \$25,213 for all 15,823 faculty in ALL MAJOR FIELDS in the 1982-83 private study.

In the PRIVATE 1985-86 salary study in the above table, the discipline/

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major field of business and management was reported in 75 of the same 193 private institutions. The average salary of the 584 faculty was \$33,045. This average salary was approximately 11 percent (1.11) higher than the average salary of \$29,850 for all 17,299 faculty in ALL MAJOR FIELDS in the 1985-86 private study.

The increase in average salaries for all faculty in business and management after three years in the private institutions studied was 15.1 percent (\$33,045 minus \$28,716 equals \$4,329). The CPI of increased cost-of-living between October 1982 and October 1985 was 10.7 percent. A more realistic increase, therefore, in average faculty salaries over the three-year time period is 4.4 percent or 1.5 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 private institutions studied was 18.4 percent (\$29,850 minus \$25,213 equals \$4,637). In comparison to the discipline/major field of business and management (15.1%), therefore, the faculty in ALL MAJOR FIELDS increased their salaries by 3.3% percent (18.4% minus 15.1% equals 3.3%) more than faculty in the discipline/major field of business and management.

Since the discipline/major field of business and management is one of the "younger" disciplines, the reader may note that the faculty mix percentage is weighted in favor of the rank of assistant professor over the rank of full professor rank in the private studies: 0.25 vs. 0.33 (1982-83) respectively; and 0.25 vs. 0.35 (1985-86) respectively. This is further substantiated by the more evenly dispersed percentages in ALL MAJOR FIELDS for both private studies: 0.28 vs. 0.33 (1982-83) respectively; and 0.30 vs. 0.31 (1985-86) respectively.

Finally, the reader may note that the hiring rate of new assistant professors in business and management private studies was higher than the hiring rate in ALL MAJOR FIELDS both in 1982-83, 5.2 percent (32/614) vs. 4.7 percent (739/



15,823) respectively; and in 1985-86, 6.0 percent (35/584) vs. 4.9 percent (843/17,299), respectively.

CONCLUDING REMARKS

This article presented salary-trend information on the academic discipline/
major field of business and management and compared that information with 40
other academic disciplines/major fields over a period of three years: the
"baseline year" of 1982-83 and the "trend year" of 1985-86. 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 3,983 faculty in the discipline/major field of business and
management participated and were included in the overall total of 108,074
faculty in all 41 disciplines/major fields in all four studies. The same 174
public (AASCU) institutions and the same 193 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 and mangement is currently (1985-86) some 8 and 11 percent above the overall average faculty salary in the other 40 disciplines/major fields of both the public and private studies, respectively. Business and management average faculty salary in the private institutions lagged behind that in the public institutions in 1982-83 and 1985-86. The overall salary factor in the private institutions in 1985-86 still remains consistently higher than the salary factor in the public institutions.

Second, the CPI of October 1985, in comparison to the CPI of October 1982, indicates that the faculty in business and management, in both the public and private institutions, received overall salary increases for three years above



the cost-of-living. Business and management average faculty salaries in the public institutions made increases against faculty in ALL MAJOR FIELDS during this same period by more than 4 percent, whereas the business and management average faculty salaries in the private institutions decreased by more than 3 percent in comparison to faculty in ALL MAJOR FIELDS. Business and management average faculty salaries in private institutions have some catching up to do with their colleagues in public institutions.

Third, since the discipline/major field of business and management is one of the younger disciplines, there is little disparity between those faculty in the public and in the private institutions, especially at the rank of full professor. The full professor rank in the public institutions appears to be increasing more rapidly than in the private institutions. Both business and management faculty in public and private institutions are being promoted faster than their colleagues in ALL MAJOR FIELDS for public and private institutions. It seems a smaller percentage of new assistant professors are being hired in the public 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 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. J. Beth Carlton is a Research Associate in the Office of Equal Opportunity Programs at Appalachian State University.

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

AGRIBUSINESS AND AGRICULTURAL PRODUCTION LETTERS

ACCOUNTING LIBRARY AND ARCHIVAL SCIENCES

ANTHROPOLOGY LIFE SCIENCES

AREA AND ETHNIC STUDIES MATHEMATICS

AUDIOLOGY AND SPEECH PATHOLOGY MUSIC

BUSINESS & MANAGEMENT MULTI-INTERDISCIPLINARY

BUSINESS ADMINISTRATION AND MANAGEMENT NURSING

BUSINESS ECONOMICS PHYSICAL SCIENCES

CHEMISTRY PHYSICS

COMMUNICATION TECHNOLOGIES POLITICAL SCIENCE

COMMUNICATIONS PSYCHOLOGY

COMPUTER & INFORMATION SCIENCES READING EDUCATION

CURRICULUM AND INSTRUCTION SECRETARIAL AND RELATED PROGRAMS

DRAMATIC ARTS SOCIAL SCIENCES

EDUCATION SOCIOLOGY STUDIES

EDUCATION ADMINISTRATION SPECIAL EDUCATION

ENGINEERING STUDENT COUNSELING AND PERSONNEL

FINE ARTS

FOREIGN LANGUAGES VISUAL AND PERFORMING ARTS

GEOGRAPHY

GEOLOGICAL SCIENCES TOTAL: 41

HISTORY

HOME ECONOMICS



APPENDIX B.

CUPA Public (AASCU) Faculty Salary Studies: 1982-83 and 1985-86

Participating Institutions

Alabama State University (AL) Appalachian State University (NC) Arkansas State University (AR) Arkansas Tech University (AR) Augusta College (GA) Black Hills State College (SD) Boise State University (ID) California State University, Dominguez Hills (CA) California State University, Hayward (CA) California State University, Long Beach (CA) California State University, San Bernadino (CA) California State University, Stanislaus (CA) California University of Pennsylvania (PA) Castleton State College (VT) Central Connecticut State University (CT) Central Michigan University (MI) Central Missouri State University (MO) Central State University (OK) Central Washington University (WA) Chicago State University (IL) Christopher Newport College (VA) Clarion University of Pennsylvania (PA) College of William and Mary (VA) Columbus College (GA) Concord College (WV) Dakota State College (SD) Delta State University (MS) East Stroudsburg University (PA) East Texas State University (TX) East Texas State University at Texarkana (TX) Eastern Connecticut State University (CT) Eastern Illinois University (IL) Eastern Kentucky University (KY) Eastern New Mexico University (NM) Eastern Oregon State College (OR) Eastern Washington University (WA) Edinboro University of Pennsylvania (PA) Pairmont State College (WV) Pitchburg State College (MA) Plorida International 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)

Georgia Southwestern College (GA)

Glenville State College (WV) Grand Valley State College (MI) Harris-Stown State College (MD) Idaho State University (ID) Illinois State University (IL) Indiana State University (IN) Jackson State University (MS) Kennesaw College (GA) Kent State University (OH) Kutztown University (PA) Lake Superior State College (MI) Lamar University--Beaumont (TX) Lander College (SC) Laredo State University (TX) Lewis-Clark State College (ID) Longwood College (VA) Louisiana State University in Shreveport (LA) Marshall University (WV) Mary Washington College (VA) Massachusetts Maritime Academy (MA) Mayville State College (ND) McNeese State University (LA) Momphis State University (TN) Mesa College (CO) Metropolitan State College (CO) Middle Tennessee State University (TN) Midwestern State University (TX) Millersville University (PA) Morehead State University (KY) Murray State University (KY) North Adams State College (MA) North Carolina Agricultural & Technical State University (RD) North Carolina Central University (NC) Northeast Missouri State University (MO) Northeastern Illingia University (IL) Northern Arizona University (AZ) Northern Illinois University (IL) Northern Kentucky University (KY) Northern Michigan University (MI) Northern State College (SD) Oakland University (MI) Old Pasinion University (VA) Oregon Institute of Technology (OR) Pittsturg State University (KS) Purdue University at Calumet (IN) Saginaw Valley State College (MI)





Participating Institutions (continued):

Sales State College (MA) Salisbury State College (MD) San Diego State University (CA) Savannah State College (GA) Shepherd College (WV) Shippensburg University (PA) Sonoma State University (CA) Southeast Missouri State University (MO) Southeastern Louisiana University (LA) Southern Arkansas University (AR) Southern Connecticut State University (CT) Southern Illinois University at Edwardsville (IL) Southern Oregon State College (OR) Southern Technical Institute (GA) Southwest Missouri State University (NO) Southwest State University (MN) Southwest Texas State University (TX) St. Cloud University (MN) State University College at Brockport (NY) State University College at Geneseo (NY) State University College at Plattsburgh (NY) State University College of Arts & Sciences at Potsdam (NY) State University of New York College at Cortland (NY) Westfield State College (MA) State University of New York College at Fredonia (NY) Tennessee Technological University (TN) Texas A&I University (TX) Texas A&M University at Galveston (TX) Trenton State College (NJ) Troy State University (AL) University of Akron, The (OH) University of Alaska at Anchorage (AK) University of Baltimore (MD) University of Central Arkansas (AR) University of Colorado at Colorado Springs (CO) University of Lowell (MA) University of Maine at Presque Isle (ME) University of Maryland Baltimore County (MD) University of Nebraska at Omaha (NE) University of Nevada, Las Vegas (NV) University of North Alabama (AL) University of North Carolina at Charlotte (NC) University of North Carolina at Greensboro (NC) University of Northern Colorado (CO) University of Northern Iowa (IA) University of Science and Arts of Oklahoma (OK) University of South Alabama (AL) University of South Carolina at Alken (SC) University of South Carolina at Spartanburg (SC) University of South Florida (Fb)

University of Southern Colorado (CO) University of Southern Indiana (IN) University of Tennessee at Chattaneoga (TN) University of Tennessee at Martin (IN) University of Texas at Dallas (TX) University of Texas at Tyler (TX) University of Texas of the Permian Basin (TX) University of Toledo, The (OH) University of West Florida (FL) University of Wisconsin at Oshkosh (WI) University of Wiscons -- La Crosse (WI) University of Wisconsin--Stevens Point (WI) University of Wisconsin--Stout (WI) University of Wisconsin--Superior (WI) Valdosta State College (GA) Weber State College (UT) West Georgia College (GA) West Liberty State College (WV) West Virginia College of Graduate Studies (WV) West Virginia Institute of Technology (WV) Western Carolina University (NC) Western Illinois University (IL) Western Kentucky University (KY) Western Michigan University (MI) Western Montana College (MT) Western New Mexico University (NM) Western Oregon State College (OR) Western Washington University (WA) Wichita State University (KS) Winston-Salem State University (NC) Youngstown State University (OH)

TOTAL: 174

APPENDIX C.

CUPA Private (AASCU) Faculty Salary Studies: 1982-83 and 1985-86

Participating Institutions

Adelphi University (NY) Albertus Magnus College (CI) Alfred University (NY) Allentown College of St. Francis de Sales (PA) Alma College (MI) Alverno College (WI) American Technological University (TX) American University, The (DC) Anna Maria College (MA) Aquinas College (MI) Aurora University (IL) Averett College (VA) Avila College (NO) Azusa Pacific University (CA) Babson College (MA) Baker University (KS) Barnard College (NY) Barry University (FL) Bellarmine College (KY) Bennett College (NC) Bethel College (KS) Bethune-Cookman College (FL) Biola University (CA) Fishop College (TX) Bloomfield College (NJ) Boston University (MA) Bradley University (IL) Briar Cliff College (IA) Bridgewater College (VA) Bryan College (IN) Bucknell University (PA) Carnegie-Mellon University (PA) Catholic University of Puerto Rico (PR) Cedar Crest College (PA) Cedarville College (OH) Central College (IA) Chaminade University of Honolulu (HI) Clark University (MA) Clarkson University (NY) College Misericordia (PA) College of Mount St. Joseph (OH) College of Notre Dame (CA) College of Saint Rose, The (NY) College of St. Scholastica (MN) College of the Holy Cross (MA) Columbia College (MO)

Converse College (SC) Creighton University (NE) D'Youville College (NY) Dakota Wasleyan University (SD) Davis and Elkins College (WV) Defiance College, The (OH) DaPaul University (IL) Dickinson College (PA) Doane College (RE) Drake University (IA) Drew University (KJ) Eckerd College (FL) Elmira College (MY) Terrum College (VA) Fontbonne College (MO) Fort Wayne Bible College (IN) Furman University (SC) Gallaudet College (DC) George Washington University, The (DC) Georgatown College (KY) Gerargetown University (DC) Georgian Court College (NJ) Graceland College (IA) Hamilton College (MY) Healine University (MN) Rampton University (VA) Hanovar College (IN) Hartwick College (MY) Hastings College (NE) Heidelberg College (OH) Holy Family College (PA) Hood College (MD) Hope College (MI) Husson College (ME) Illinois Benedictine College (IL) Immaculata College (PA) Iona College (NY) Ithaca College (MY) Jacksonville University (FL) John Carroll University (OH) Kalamazoo College (MI) Kentucky Wesieyan College (KY) King's College (PA) La Roche College (PA) Lafayette College (PA) Lakeland College (WI) Lambuth College (IN)

with the control of the control of



Concordia College (MN)

Participating Institutions (continued):

Rust College (MS) Lewis University (IL) Sacred Heart University (CT) Lincoln Memorial University (TN) Saint Joseph College (CI) Linfield College (OR) Saint Mary's College (MR) Loyola College (MD) Saint Peter's College (NJ) Luther College (IA) Saint Vincent College (PA) Lycoming College (PA) Salva Ragina -- The Newport Collega (RI) Marist College (NY) School of the Ozarks, The (MO) Mars Hill College (NC) Seattle Pacific University (WA) Mary Baldwin College (VA) Seattle University (WA) Marygrove College (MI) Seton Hill College (PA) Marymount College (NY) Marymount Manhattan College (NY) Siena College (NY) Siena Heights College (MI) Maryville College (TN) Simpson College (IA) Marywood College (PA) St. Edward's University (TX) McKendree College (IL) St. Mary's College of California (CA) Mercy College of Detroit (MI) St. Norbert College (WI) Meredith College (NC) Suffolk University (MA) Merrimack College (MA) Susquehanna University (PA) Midland Lutheran College (NE) Thomas College (ME) Millikin University (IL) Minneapolis College of Art and Design (MN) Trinity College (VI) Trinity University (LA) Molloy College (NY) University of Dayton, The (OH) Moravian College (PA) University of Detroit (MI) Morris Brown College (GA) University of Laverne (CA) Mount Mary College (WI) University of Miami (FL) Mount Marty College (SD) Univeristy of Portland (OR) Mount Mercy College (IA) University of San Diego (CA) Mount St. Mary's College (CA) University of Scranton (PA) Mount Vernon College (DC) University of Tampa (FL) Nazareth College at Kalamazoo (MI) Ursuline College (OH) North Park College (IL) Villa Maria College (PA) Northwestern College (MN) Viterbo College (WI) Oglethorpe University (GA) Voorhees College (SC) Oklahoma Baptist University (OK) Walsh College (OH) Our Lady of the Lake University (TX) Washington and Jefferson College (PA) Park College (MO) Waynesburg College (PA) Pepperdine University (CA) Wentworth Institute of Technology (MA) Phillips University (OK) West Virginia Wesleyan College (WV) Point Loma Nazarene College (CA) Western Conservative Baptist Seminary (OR) Presbyterian College (SC) Westmar College (IA) Princeton Theological Seminary (NJ) Whitman College (WA) Principia College (IL) Wilkes College (PA) Quinnipiac College (CT) William Jewell College (MO) Randolph-Macon College (VA) Regis College (CO) William Penn College (IA) Wittenburg University (OH) Regis College (MA) Rensselaer Polytechnic Institute (NY) **TOTAL: 193** Rice University (TX) Rider College (NJ) Rockford College (IL)



Roosevelt University (IL)