Tenured: Includes faculty that have been awarded tenure by Pacific.

Tenure Track: Includes faculty that are on track for tenure but have not yet been awarded tenure by Pacific.

Not Tenure Track (NTT): Includes faculty that do not have tenure and are not on track for tenure.

Clinical Faculty: A non-tenurable appointment including assistant and associate ranks.

Affordable: Within the means of the University’s annual operating budget, strategic needs, and primarily driven by enrollment and NET tuition per student.

Externally Competitive: Salaries are competitive in comparison to individuals performing similar work at another peer institution.

Internally Equitable: Salaries are competitive in comparison to individuals performing similar work within the institution taking into account rank and discipline.

Just and Livable: An individual’s salary provides a wage that affords a livable lifestyle.

Inversion: When people at higher ranks earn less than people in lower ranks.

Compression: When there is little difference in salaries between those in higher ranks versus those in lower ranks. May occur over time as newly hired faculty come in with a salary based on a higher market value in comparison to salaries already in place at the institution.

Industry service/experience: Refers to prior work in the private sector in the discipline.
**Step Increase**: A system set up to increase faculty salaries based on a predetermined interval such as years of service or specified salary steps within each rank.

**Performance Incentives**: A system set up to increase faculty salaries based on performance.

**Cobra**: The Consolidated Omnibus Budget Reconciliation Act (COBRA) gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events. (Taken from http://www.dol.gov/general/topic/health-plans/cobra).