**Indiana State University Staffing Report**

**AY 2016-17**

**Submitted by:**

**Administrative Affairs Committee**

This latest review of the staffing trends for faculty and administrative positions has revealed some startling developments. The committee reviewed data from the past ten years, with an emphasis on changes from 2015 to 2016 to both draw out long-term and highlight more immediate trends. The data show an unexpected and disturbing spike in executive and administrative hiring, both in terms of the number of positions and the amount of compensation. This increase in executive and administrative hiring and compensation stands in stark contrast to faculty hiring patterns. The 2016 data show a 3% decrease in total Full Time Equivalent (FTE), and a 2% decrease in tenure-track FTE in particular. The distribution of Student Credit Hours (SCH) stands at **47/25/28[[1]](#footnote-1)**, which not only falls well short of the 70/15/15 target established by the president. It means that more than half of student credit hours are being generated by non-tenure track faculty. In addition, this ratio is in substantial violation of Handbook language under 305.3.1.3:

***305.3.1.3 Benchmark for Faculty Composition.*** *Under typical enrollment patterns, tenured and tenure-track faculty should constitute approximately 65 percent of the full-time equivalent faculty.*

**I. Student Credit Hour Ratio (Goal: 70/15/15)**

**Our student credit hour ratio as of Fall 2016 stood at roughly 47/25/28. That is, only 46.9% of student credit hours were taught by tenured or tenure track faculty, while 24.7% of student credit hours were delivered by multi-year instructors, and 28.4% by temporary faculty (including instructors on one-year appointments), graduate assistants, and administrative or irregular teaching appointments. This is not close to the 70/15/15 distribution called for by the President and Provost, and in substantial violation of the 65% full-time equivalent target in Handbook 305.3.1.3 (above) both in numbers and by student credit hours taught. This does not correspond to the 75% instructional hour standard called for in 305.3.1.4:**

***305.3.1.4 Rationale for Staffing.*** *Chairs of departments/schools in which regular faculty routinely teach less than 75 percent of the total instructional hours shall submit rationales for such staffing at the time of their program reviews. The rationales should be produced in consultation with department faculty and should be based on academic quality, appropriate assignment of faculty, positive effects on program delivery, and fiscal management. Continued funding for such levels of Instructors and Lecturer faculty employment shall be dependent on the favorable evaluation of the rationale by the dean, and the Provost and Vice President for Academic Affairs.*

**In terms of headcount, Tenured and Tenure Track (**T&TT) **faculty make up 54.5% of the teaching faculty, but account for only 33.4% of the total instructional base if we include graduate assistants, administrative staff who have come to teach a substantial portion of the university’s student credit hours.**

In Fall 2016, there were 378 FTE T&TT faculty teaching a total number of 78,616.4 student credit hours. If the total number of SCH is divided by the total number of T&TT FTE then we find that each T&TT faculty member taught an average **208 SCH** in Fall 2016 (n.b., a faculty member teaching a three credit class with 23 students in it will have taught a total of 69 SCH for that one class, if the same faculty member taught three such classes during the semester, he or she would be right at the average).

There were 107 FTE instructors teaching a total number of 41,365.6 SCH, or an average of **387 SCH** per instructor. In Fall 2016, there were 79.3 FTE lecturers (contract faculty) teaching a total number of 29,837.8 SCH. Due to the fact that lecturers have varying teaching loads, from one to five classes, we cannot calculate a meaningful average for comparison.

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| **Figure 1: Fall 2016 Faculty, FTE and Student Credit Hours by Faculty Type** |
|  |  |  |  |  |  |  |
|   | Faculty (T-TT) | Multi-Yr | Temp\* | GRrAsst | AdmOth\*\* | Total |
| Headcount | 378 | 107 | 208 | 323 | 115 | 1131 |
| Faculty FTE | 378 | 107 | 79.3 | 0 | 0 | 564.3 |
| Faculty FTE Adjusted | 350.8 | 106.8 | 79.3 | 0 | 0 | 536.9 |
| SCH Production | 78,616.40 | 41,365.60 | 29,837.80 | 8,827.50 | 8,837.30 | 167,484.50 |
| **Percentage of SCH** | **46.9%** | **24.7%** | **17.8%[[2]](#footnote-2)** | **5.3%** | **5.3%** |  |
|  |  |  |  |  |  |  |
| \*Temp category includes 1-yr (28.0 FTE) and part-time faculty (51.3 FTE); Staff with secondary part-time faculty jobs are in this category |
| \*\* AdmOth includes courses with no instructor of record and those taught by anyone who does not hold a faculty or Grad Assistant position (e.g. Administrators, Part-time staff, Professionals, HS College Challenge teachers, etc) |
| DataWarehouse Faculty Analysis via Enr2\Faculty FTE & SCH by type; AdmOth SCh[[3]](#footnote-3) |  |  |

**II. Faculty Appointment and Compensation Trends**

Faculty FTE decreased 3% between 2015 and 2016. We currently have 564.3 unadjusted FTE (Full Time Equivalent) faculty positions, composed of 693 individuals. Once you adjust for chairs, full year sabbaticals, buyouts, and special exceptions made by the Provost, the adjusted FTE figure is **536.9**. That is **18.1** below the 555 adjusted FTE goal established by the President.

Of the 564.3 FTE, 378 FTE are Tenured and Tenure Track faculty (including chairs, library faculty, and other 12 month appointments). The remaining 186.3 FTE are distributed among part time and contract faculty. The number of Tenured and Tenure Track FTE has decreased 2% between 2015 and 2016, from 385.75 FTE to 378 FTE. The number of Part Time and Contract FTE has also decreased, particularly among the part time faculty with no benefits (13.2% decrease).[[4]](#footnote-4) There were 378 unadjusted FTE Faculty T&TT in Fall 2016. That figure drops to 350.8 once an adjustment is made for chairs, full year sabbaticals, grant buyouts, and special exceptions made by the Provost.[[5]](#footnote-5) The exact figures are as follows:

 19.0 FTE, chairs

 5.0 FTE, provost’s special exceptions

 2.0 FTE, full year sabbaticals

 1.5 FTE, grant buyouts

**Figure 2: FTE Appointments[[6]](#footnote-6)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2015** | **Compensation****($1000s)** | **2016** | **Compensation****($1000s)** |
|  Faculty (T & TT) | 339.75 | 26,844 | 327.00 | 26,444 |
|  Fiscal Faculty (T & TT)(12 mo. appointments) | 46.00 | 4,106 | 51.00 | 4,724 |
|  All T & TT Faculty | 385.75 | 30,950 | 378.00 | 31,168 |
|  Faculty - PT, no bens | 59.1 | 1,428 | 51.3 | 1,310 |
|  Contract Faculty (includes one-year faculty) | 137.0 | 6,309 | 135.0 | 6,446 |
| Total Faculty  | 581.9 | 38,687 | 564.3 | 38,924 |

Over the past ten years, there has been a clear decline in Tenure Track Faculty FTE. This is true both in absolute terms and relative to non-Tenure Track faculty as shown in Figure 3 below. This is particularly troubling given the growth in the student population from 12,114 students in 2012 to 13,565 students in 2016[[7]](#footnote-7).

**Figure 3: Trends of TT vs. Non TT Faculty over 10 years**

Compensation varies widely across campus, and the totals and averages produced in the data provided by the university do not account for enormous variations by rank, discipline, and role. Although the FTE numbers for faculty have decreased 3% across campus, the overall compensation remained steady (0.6% increase). Compensation figures do not include health care and benefits, nor do they account for the heavy increase in the cost of premiums which are particularly burdensome for the lowest paid faculty.

In short, these data confirm a general trend explored in Part III of this report, towards a centralization of resources around the administration and a declining commitment to hiring, retaining, and appropriately compensating tenure-track faculty.

**III. Administrative and Executive Hiring and Compensation Trends**

**In contrast to faculty hiring and compensation patterns, the number of executive, administrative, and professional positions sharply rose between 2015 and 2016. 499.8 positions at $30.9 million in compensation rose to 532.9 (+33.1) positions with $33.4 million (+2.5 million) in compensation.**[[8]](#footnote-8) **There was a 6.6% rise in the number of full time positions, and an 8.2% increase in total compensation.**[[9]](#footnote-9)

**A mere four new executive positions account for $634,000 in new compensation (25.1% of the total increase) while five athletic coaching positions account for a further $219,000 (8.7%). The “executive” category is comprised of the president, provost, associate and assistant vice presidents, deans and associate deans, athletic director, general counsel, chief of staff, president of the ISU Foundation, executive director of government relations, and executive director of strategic initiatives.**

**The largest overall increases came in the ballooning of the “administrative and professional” category, where 28.4 new positions were created at a cost of $2.01 million.**[[10]](#footnote-10) **Combined, then, the “executive” and “administrative and professional” categories saw 32.4 new positions created with $2.65 million in salary. The only area of contraction came from the ranks of “part time professionals,” where the equivalent of 7.3 “full time” equivalents was reduced to 2.9, offsetting $340,000 in salary growth elsewhere.**

**Figure 4: Administrative Positions, 2015-16**

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| --- | --- | --- | --- | --- |
| **Categories** | **2015****Positions** | **2015****Compensation** **($1000s)** | **2016****Positions** | **2016****Compensation****($1000s)** |
|  Executive | 40.0 | 5,952 | 44.0 | 6,586 |
|  Administrative and Professional | 417.6 | 22,249 | 446.0 | 24,262 |
|  Coaches | 35.0 | 2,304 | 40.0 | 2,523 |
|  Professional - PT | 7.3 | 406 | 2.9 | 66 |
| **Total EAP** | 499.8 | 30,910 | 532.9 | 33,437 |

**Figure 5 illustrates a trend of** resources being **redirected** away from the classroom. It also reveals a **stark contrast in hiring practices between Faculty and Administrative positions in the last 10 years. The committee would like to accentuate the significant increase in Administrative positions from 2014 to 2016 (425 to 490, or 15%) and seeks an explanation for this escalation. Further, the committee is concerned that continued resource drains from teaching resources may impair student success and decrease graduation rates.**

**Figure 5: Trends of Administrative and Faculty Positions over 10 years**

**Conclusion**

The first main point we wish to highlight with this report concerns the imbalance between Tenured/Tenure-Track faculty and temporary faculty. We should also take steps to address making those goals in the Handbook a reality. The second point is the continued unexpected addition of administrators, which diverts resources away from the classroom. Finally, we recommend that the University create a concrete plan to address the imbalance between T/TT and non-T/TT faculty, and the decline of teaching faculty and the growth of administrative hiring. If there is no actual plan to move the University toward the 70/15/15 goal, then future Staffing Reports will likely continue to reflect similar data and similar concerns.

The data in this latest Staffing Report continue to show the discrepancies between goals and realities. If the University community truly wants to work proactively toward the 70/15/15 or even the 65% goal then specific goals and timelines need to be developed, and annual success or failure needs to be addressed. Growth in the student population requires growth in the teaching population. Maintaining the status quo or decreasing the teaching population will result in an overall inability to accomplish our educational mission.

1. This includes SCH generated by Grad Assistants and administrators/others [↑](#footnote-ref-1)
2. This includes SCH generated by Grad Assistants and administrators/others [↑](#footnote-ref-2)
3. Source: Office of Institutional Research [↑](#footnote-ref-3)
4. Source: Human Resources Staffing Report [↑](#footnote-ref-4)
5. These adjustments are made for the calculation of student/faculty ratios on the Fall Faculty FTE SCH & S/F Ratio Report. [↑](#footnote-ref-5)
6. Source: Human Resources Staffing Report [↑](#footnote-ref-6)
7. Source: Institutional Research Common Data Set [↑](#footnote-ref-7)
8. Source: Human Resources October 1 Staffing Report [↑](#footnote-ref-8)
9. The2016 report includes Foundation employees and salary that were not included in 2015. [↑](#footnote-ref-9)
10. The2016 report includes Foundation employees and salary that were not included in 2015. [↑](#footnote-ref-10)