To: Faculty Senate

From: Faculty Affairs II: Jane Dahlenburg, Nancy P. Gallavan (Chair), Doug Isanhart, Duston Morris, John Parrack, Phillip Spivey

Date: March 8, 2016

Re: Retrospective Analysis of Faculty vs. Staff Hiring Practices

**Charge**: Conduct a retrospective analysis of faculty vs. staff hiring practices over (a) the past year and (b) the past 5 years; explore the question of whether UCA is administration-heavy and analyze data noting trends or abnormalities

In order to fulfill this charge, the committee created a series of tables that seek to contextualize faculty and staff hiring and salary expense. When possible, the data compare three points in time: fiscal year 2006 (FY06), fiscal year 2010 (FY10), and fiscal year 2016 (FY16) as follows:

**Table 1. University of Central Arkansas Faculty, Staff, and Student Headcounts Fall 2006 to Fall 2015**. This table compares three trends: (1) faculty headcount, (2) staff headcount, and (3) student headcount.

**Table 2. University of Central Arkansas Emergency Hires and Part Time Faculty Salaries FY 2011 and 2016.**  This table compares instructional expense for (1) non-continuing full-time faculty, who historically are called “emergency hires;” and (2) part-time adjunct faculty, who are paid per credit hour of instruction.

**Tables 3-5. University of Central Arkansas Hiring Practices from FY 2006-2016.** These tables compare the budgeted expense and related employee headcount for (1) instruction, (2) the President’s office, (3) the Provost’s office, (4) Athletics, and (5) the UCA Foundation. Each table relates to a different fiscal year: Table 3—FY2006, Table 4—FY2010, and Table 5—FY2016.

**Table 6. Fiscal 2014-2015 Administrators' Compensation Mean.** This table compares the number of the number and expense of non-faculty administrators making over $100,000 at UCA and its in-state peer institutions.

We offer our conclusions on the final page of this report.

**Table 1. University of Central Arkansas Faculty, Staff, and Student Semester Credit Hour Production Fall 2006 to Fall 2015**

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Fall Faculty Staff FTE Students Student to Student to

 Faculty Staff

 Ratio\* Ratio\*

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 Full Part Total ***Faculty*** Full Part Total ***Staff*** Under Grads ***Total*** High ***Grand***

 Time Time ***FTE*** Time Time ***FTE*** grads School ***Total***

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2006 514 220 734 ***587.3*** 669 116 785 ***707.7*** 10,042.3 946.6 ***10.988.9*** 186.5 ***11,175.3*** 18.7 15.5

2007 510 186 696 ***572.0*** 728 95 823 ***759.7*** 9,578.6 1,106.9 10,685.5 175.5 ***10,861.0*** 18.7 14.1

2008 510 199 709 ***576.3*** 769 100 869 ***802.3*** 9,688.4 1,102.1 10,790.5 403.6 ***11,194.1*** 18.7 13.4

2009 512 199 711 ***578.3*** 767 118 885 ***806.3*** 8,849.7 1,032.3 9,882.0 210.4 ***10,092.4*** 17.1 12.3

2010 517 187 704 ***579.3*** 761 112 873 ***798.3*** 8,625.4 1,029.6 9,655.0 153.9 ***9,808.9*** 16.7 12.1

2011 527 189 716 ***590.0*** 796 128 924 ***838.7*** 8,610.0 1,023.8 9,637.8 112.4 ***9,750.2*** 16.3 11.5

2012 541 185 726 ***602.7*** 789 132 921 ***833.0*** 8,673.7 997.3 9,671.1 93.5 ***9,764.5*** 16.0 11.6

2013 533 190 723 ***596.3*** 811 120 931 ***851.0*** 8,754.1 1,155.2 9,909.2 90.1 ***9,999.4*** 16.6 11.6

2014 537 190 727 ***600.3*** 832 120 952 ***872.0*** 8,723.9 1,194.1 9,918.0 103.1 ***10,021.2*** 16.5 11.4

2015 547 188 735 ***609.7*** 855 158 1,013 ***907.7*** 8,667.1 1,196.8 9,863.9 95.2 ***9,959.1*** 16.2 10.9

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\*Ratio looks at total FTE students, leaving out HS concurrent SSCH.

Source: Office of Institutional Research

**Table 2. University of Central Arkansas Part Time Faculty Salaries FY 2011 and 2016**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**FY 2011 Grand Total-Emergency Hires Part Time Teaching**

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Salary 1,267,086.11 1,607,098.39

Fringe 392,796.68 128,567.82

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**Total 1,659,882.79 1,735,666.21**

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**FY 2016 Grand Total-Emergency Hires Part Time Teaching**

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Salary 1,302,275.82 1,201,592.01

Fringe 403,705.50 96,127.35

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Total 1,705,981.32 1,297,719.36**

**Table 3. University of Central Arkansas Hiring Practices Retrospective Analysis**

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UCA FY2006 Number of Percent

Central Employees of Total

Administration

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Instruction 26,594,716 478 80.8

President 913,760 6 2.8

Provost 539,763 7 1.6

Athletics 4,415,700 44 13.4

Foundation/Development 463,579 9 1.4

**Total Budget 32,927,518**

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**Table 4. University of Central Arkansas Hiring Practices Retrospective Analysis FY2006 – FY2011**

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UCA Central FY 2011 Number of Percent Average Total Total

Central Employees of Total Expense Expense Headcount

Administration Growth Growth Growth

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Instruction 33,281,942 517 80.1 5.03% 25.14% 8.16%

President 733,876 7 1.8 -3.94% -19.69% 16.67%

Provost 553,217 6 1.3 0.50% 2.49% -14.29%

Athletics 6,233,500 54 15.0 8.23% 41.17% 22.73%

Foundation/Development 745,809 17 1.8 12.18% 60.88% 88.89%

**Total Budget 41,548,344 TOTAL 26.18%**

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**Table 5. University of Central Arkansas Hiring Practices Retrospective Analysis FY2011 – FY2016**

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UCA Central FY 2016 Number of Percent Average Total Total

Administration Employees of Total Expense Expense Headcount

 Growth Growth Growth

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Instruction 38,514,120 547 79.7 3.14% 15.72% 5.80%

President 987,265 8 2.0 6.91% 34.53% 14.29%

Provost 743,996 8 1.5 6.90% 34.49% 33.33%

Athletics 7,291,637 61 15.1 3.40% 16.98% 12.96%

Foundation/Development 814,259 15 1.7 1.84% 9.18% -11.76%

**Total Budget 41,548,344 TOTAL 16.37%**

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**Table 6. Fiscal 2014-2015 Administrators' Compensation Mean\***

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Institution Number of Compensation Total Salary Expense

 Administrators Mean Enrollment per student

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Arkansas State University 25 $207, 873.84 13,144 $395.38

Arkansas Tech University 10 $184, 754.70 12, 002 $153.94

University of Central Arkansas 22 $179, 454.95 11,698 $337.49

University of Arkansas at LR 31 $172, 080.67 11,645 $458.09

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 https://static.ark.org/eeuploads/adhe/Administrators\_Compensation\_Survey\_FY15.pdf

\*Deans' and Department Chairs' Salaries not included.

Administrators' compensation of $100,000 or more per year.

**Conclusions**

Based on the previous six tables, the committee concludes the following:

1. Over the past ten years, student enrollment has **declined** **by 10.9%** (from 11,175 to 9,959). Notwithstanding this decline, FTE faculty headcount has **increased** by **3.8%** (from 587.3 to 609.7) and staff head count has **increased** even more dramatically by **28.2%** (from 707.7 to 907.7) (Table 1).

 **FY 2006 FY 2016 Change**

Student Enrollment (FTE) 11, 175.3 9,959.1 -10.9%

FTE faculty headcount 587.3 608.7 +3.8%

FTE staff headcount 707.7 907.7 +28.3%

2. Over the past ten years, the instructional expense of part-time adjuncts has declined by 19.3% as more university instruction is delivered by full-time faculty. Instructional expense for non-continuing full-time faculty (i.e., “emergency hires”) has increased by 2.8% (Table 2).

3. The President’s and Provost’s Offices have shown fiscal restraint and cost controls from FY2006 to FY2011. This trend, however, reversed itself from FY2011 to FY2016 as the same offices have both shown above average growth in expense and headcount during the last five years (Tables 3-5).

4. Athletics has shown sustained above average growth in headcount and expense during the entire ten year period. (Tables 3-5).

 **FY2006 FY2016 Change**

Expense 4,415,700 7,291,637 +65.1%

Headcount 44 61 +38.6%

5. During FY2015, UCA spent $337.49 per student on non-faculty salary expense over $100,000. This expense is lower than both UALR and Arkansas State but substantially higher than Arkansas Tech.