

How PSU Prioritizes Its Money

An Analysis of Personnel and Salary Allocation



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Executive Summary

This report analyzes how PSU prioritizes its resources on personnel and salaries over the decade between 2002 and 2012. While enrollment and tuition grew, faculty size was increased at a rate too slow to overcome increases in student to faculty ratios. Faculty inflation adjusted salaries were also virtually stagnant in the decade ending in 2012. Meanwhile, the numbers of administrators grew at a faster rate than faculty growth, and executive level administrators' salaries increased significantly compared to both inflation and faculty salaries. During the same decade and under the same budget cuts, executive level administrators' salaries increased significantly.

Growth in Student Enrollment

PSU has consistently had the most students of any campus in the OUS system and the number increased by 32% between 2002 and 2012.¹

In 2012 the number of student FTE's at PSU was 78% of the total headcount of students, while at OSU and UO student FTE was 89% and 99% respectively of total headcount. The lower student FTE but higher student headcount at PSU is likely explained by a higher percentage of part-time students at PSU than at either OSU or UO.

Growth in Student Tuition and Expenses

Over the decade it became increasingly expensive for students to attend PSU. Between 2002 and 2012 the cost of tuition and fees increased 86% for resident undergraduates and 79% for resident graduate students.² 2012 rates for tuition and fees for resident undergraduates were 419% higher than 25 years earlier in 1987. When adjusted for inflation the 25 year increase is 158%.

In addition to the cost of tuition and fees, the OUS Facts and Figures Handbook estimated average student budgets, or the cost of living and attending PSU as a full-time student, are the highest for all of the Oregon University System universities and colleges.

Change in Faculty Composition

In this study we distinguish between faculty members who have attained Tenure and those who are on a Tenure Track contract working toward tenured status because there is a difference in salary and composition of these two groups.

Since 2002, the composition of the faculty as represented by the bargaining unit data has changed from a small majority of Tenured plus Tenure Track faculty to a majority of Fixed Term faculty and Academic Professional staff.

The total number of Tenured faculty increased by 37.9% over the ten years but the number of Tenure Track faculty decreased by 5.9%, due in part to the drop in numbers of Tenure Track Professors and Associate Professors especially dramatic in 2008. The numbers of Fixed Term faculty and Academic Professional staff was increased at a relatively steady pace over the ten years.

The number of Instructors in 2012 is nearly 50% higher than in 2002. The number of Academic Professionals, jobs that HR designates as non-teaching, No Rank status, nearly doubled over the ten years.

Student to Faculty Ratios

When measured by headcounts, student to faculty ratios are high by national standards. When we use FTE as a proxy for full-time students and faculty, the ratio appears only somewhat better.

Between 2002 and 2012 student faculty ratio worsened by 6.4% when looking at student and faculty headcounts, and by 2.1% when measured using FTE.

Considering the steady tuition raises over the decade, it appears that PSU students are getting fewer teaching faculty for what they are paying. This trend suggests that they may also be attending larger classes. However, the university is being staffed by an ever-growing number of non-teaching staff, many of whom provide direct services to students.

Faculty Salaries

In spite of having the highest student enrollment within the Oregon University System, PSU faculty salaries are lower than faculty salaries at all ranks at the University of Oregon or at Oregon State University–Corvallis.

Fixed Term Faculty and Staff

Average salaries for Fixed Term Faculty and Academic Professional staff have remained relatively flat or when adjusted for inflation have declined in purchasing value over the decade. At a 1% increase average inflation adjusted salaries for

Senior Instructors just kept up with inflation over the decade, while average salaries for Instructors and Academic Professional staff fell behind inflation.

Tenure Track Faculty

Average annual salaries of PSU Tenure Track Associate Professors stayed just ahead of inflation by an average of 1.2% increases per year between 2002 and 2012.

After correcting for inflation Tenure Track Assistant Professors are, on average, earning the same as their counterparts a decade ago.

Tenured Faculty

The inflation-adjusted, average, annual salary of Tenured Professors increased by only 0.6% per year over the decade. Average inflation-adjusted annual salaries for Tenured Associate Professors in 2012 decreased in value from what they were in 2002.

Numbers of Administrators

The number of employees at all ranks of administration is growing. Between 2002 and 2012, the total number of administrators not in the bargaining unit increased 54%.

Between 2002 and 2012 the number of Executive Administrators with a job title of Assistant Dean and above increased by 20 positions, a 65% growth rate. However, because of their relatively small numbers in 2002 the growth in numbers of “Executive” level administrators (Assistant Deans and above) is not particularly dramatic. These positions make up only a small fraction of the overall growth in the administration. In light of increases in student enrollment and their relatively low numbers in 2002, the growth in number of administrators at the rank of Assistant Dean and above in 2012 does not suggest overt administrative bloat. But, the same may not be said for their salaries.

Executive Administrative Growth Compared to Faculty Growth

The number of Executive Administrators grew by 65% between 2002 and 2012, while the number of Tenured plus Tenure Track faculty members increased by 18.8%.

Perhaps a better comparison of growth priorities in an institution committed to serving students is Student to Executive Administrator Ratios vs Student to Faculty

Ratios. The Student to Executive Administrator Ratios improved over the decade by 20%. In contrast the Student to Faculty ratio worsened by 6.4%; this counts Tenured, Tenure Track, and Fixed Term contract teaching staff combined.

Salaries of Executive Level Administrators

When compared to his peers at other universities across the country the President of PSU is doing relatively much better than his faculty when their salaries are compared to faculty salaries nationally and at peer institutions.

The growth in average annual salary of Administrators with vice president in their job title stayed well above inflation over the decade between 2002 and 2012 at 23% for Assistant Vice Presidents to 29% for Vice Presidents.

Similarly, the growth in average annual salary of the Provost and administrators with Vice Provost in their job title has also stayed well above inflation rising between 56% for the Provost, 54% for Vice Provosts and in a one year raise, 2011 to 2012, 30% for Associate Vice Provosts.

In 2012 the growth in average annual salaries of Deans and their Associate and Assistant Deans is also well above the rate of inflation.

Faculty Salaries Compared to Executive Administrator Salaries

Comparing the salary growth figures of PSU Faculty to those of PSU Administrators at the Assistant Dean and above level over the decade clearly indicates that the Administrators' salaries have stayed well above inflation, while Faculty salaries have not.

PSU Faculty Salaries Compared to Peer Institutions

Average salaries for Full and Associate Professors at PSU are closer to the average salaries for those ranks at Master's level universities than for the same ranks at Doctoral Universities. Average salary for PSU Assistant Professors falls just below those at Master's level institutions, and Instructors' average salary is nearly \$5,000 below average salaries at Baccalaureate only colleges.

In short, PSU administrators' salaries are increasing rapidly, while those of faculty are significantly below comparable institutions and are barely keeping up with or falling behind inflation.

Introduction

Over the past decade university students have been required to pay higher and higher tuition, and student loan debt has reached alarming rates, expected to exceed \$1 trillion for the first time in 2013.³ At the same time, university faculty and Academic Professional staff are being asked to compensate for state legislative budget cuts through roll backs in pension and health benefits, wage furloughs, and static wages.⁴ In this context university administrators across the country are adopting a business model that adds more administration overhead rather than faculty.⁵ As staff to student ratios come under increasing scrutiny there is growing evidence of administrative bloat, larger class sizes, and increased reliance on temporary, lower paid teaching staff.

A study of staff-to-student ratios from 1987 to 2008 at research universities, colleges and public master's-level institutions published by the Chronicle of Higher Education describes this national trend.

The tenure track ratio increased modestly at public research universities and to a greater extent at private research universities and colleges. But in both cases, the institutions significantly increased their use of non-tenure track full-time and part-time faculty. So although faculty-to-student ratios went up, most of the increase was based on the use of contract and part-time faculty. On the administrative side, the ratios of executives to student and professional staff to student increased – the latter by 50%. In 1987, except at private research universities, where administrators outnumbered tenure-track faculty, colleges had approximately as many tenure-track faculty as full-time administrators. By 2008 there were more than twice as many administrators as tenure track faculty at all types of institutions.⁶

While there is discussion and concern about these developments, there is still great variation in the rate and transparency with which this model is progressing at different universities. There is also little empirical research that directly measures their economic or educational impacts on university workers and students.

This study examines some of the direct and indirect measures that Portland State University (PSU) workers (faculty and staff) and consumers (students) need to make informed judgments about the economic governance and educational quality of their institution. Specifically, this study analyzes the changes in numbers, composition, and wages of faculty at PSU in the context of increasing student enrollment and rising tuition over a decade – from 2002 through 2012. We also compare changes in faculty to changes in administration, specifically how staffing numbers and patterns, and salary spending on administration compare to faculty and academic professional staff over the 10-year period. This study looks for trends and establishes a baseline for future monitoring.

The datasets for most of the analysis in this study are publically available and released annually in November or December by the Office of Human Relations at PSU. They are listings of all PSU employees and include the employee's name, employee class and type, monthly or annual salary, full time equivalency (FTE), rank and/or job title, and department or unit of assignment. Other sources of information include the PSU Office of Institutional Research and Planning (OIRP), specifically their webpages titled Stats & Facts, Statistical Portrait, the Oregon University System Factbook, 2011 and 2012, and annual survey data collected and reported by the American Association of University Professors (AAUP) and the U.S. Department of Education.⁷ (For more on the data sources and analysis methodology of this study please see Appendix VII).

This study was conducted by the Research Institute on Social and Economic Policy (RISEP)⁸ at the Center for Labor Research and Studies at Florida International University located in Miami, FL. The study was commissioned by the American Association of University Professors – Portland State University (AAUP-PSU). Except for help to obtain full data sets from the Human Relations (HR) department of PSU, the AAUP-PSU has not been involved in any other aspects of the study, which was performed entirely and independently by RISEP.

The Context: Changes in Student Enrollment and Tuition

Growing enrollment at PSU is an often cited fact. In the Fall 2012 issue of Portland State Magazine, for example, PSU’s President, Wim Wievel, cited steady growth in enrollment as one of the hallmarks of his five-year tenure.⁹

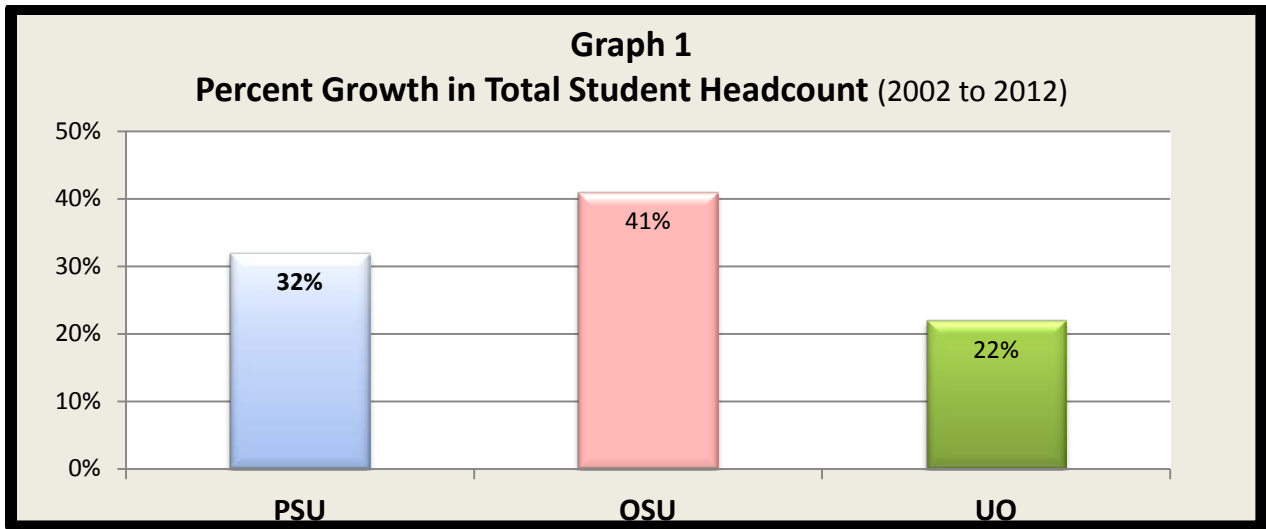
Table 1 shows published Fall Student Headcounts¹⁰ from 2002 to 2012 for PSU along with Oregon State University (OSU) Corvallis and the University of Oregon (UO), the two other Oregon University System (OUS) institutions with comparable enrollments.¹¹

Projections made in the OUS 2011 Factbook predicted PSU’s student

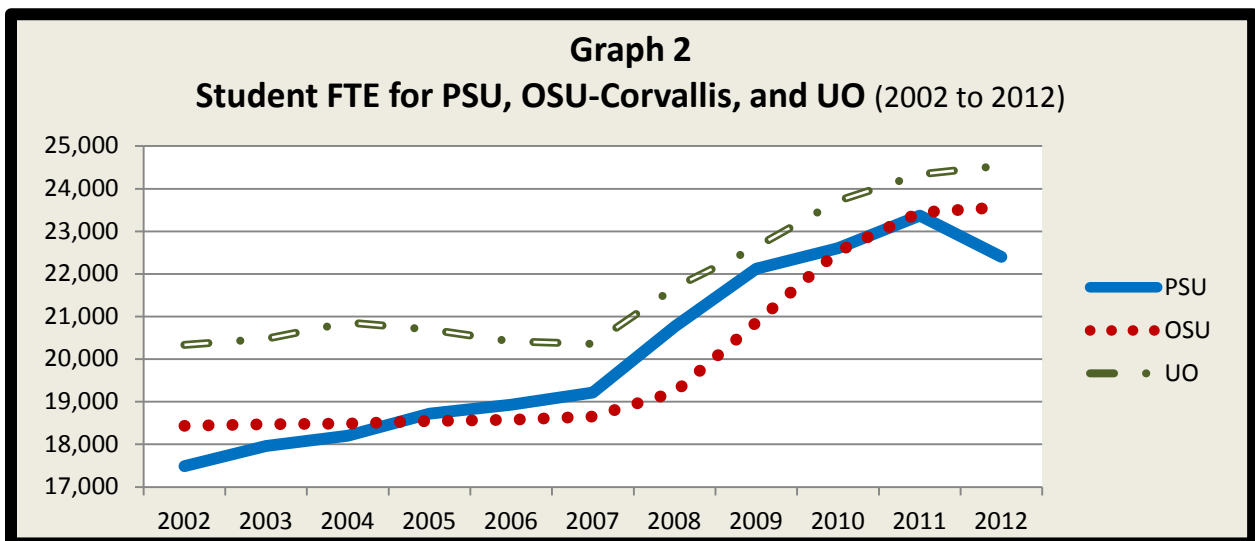
headcount exceeding 30,000 by 2012 or 2013. In fact there was a decline of 227 in total number of students from mid-2011 to November 2012, the first drop in enrollment in the decade. PSU still has the largest student enrollment in the OUS system.

Student head count at PSU increased by 32% between 2002 and 2012. Graph 1 compares the rate of growth in PSU’s student headcount between 2002 and 2012 to the slower rate of growth at UO and the greater rate of growth at OSU Corvallis, which in 2002 started with a lower base than either PSU or UO.

Year	PSU	OSU	UO
2002	21,841	18,774	20,044
2003	23,117	18,974	20,034
2004	23,486	19,159	20,339
2005	24,015	19,236	20,394
2006	24,284	19,362	20,388
2007	24,999	19,753	20,376
2008	26,587	20,320	21,507
2009	27,972	21,969	22,386
2010	28,522	23,761	23,389
2011	28,958	24,977	24,447
2012	28,731	26,393	24,591
% Growth 2002 to 2012	32%	41%	22%



Graph 2 displays student Full Time Equivalencies (FTE's),¹² as opposed to student headcount, and shows how between 2002 and 2007 PSU's student FTE grew at a faster pace than at the University of Oregon or Oregon State University Corvallis. After 2007 until 2011, PSU's student FTE continued to grow but at a slightly slower rate than its sister universities, then declined a small amount in 2012.



The lower student FTE but higher student headcount at PSU is likely explained by a higher percentage of part-time students at PSU than at either OSU or UO. In 2012 the number of student FTE's at PSU was 78% of the total headcount of students, while at OSU and UO student FTE was 89% and 99% respectively of total headcount. (For a Table comparing student headcount to student FTE from 2002 to 2012 see Appendix I).

Tuition, Fees, and Other Costs

Over the decade it became increasingly expensive for students to attend PSU. Tuition and fees for full-time resident PSU undergraduate students for 2012-13 were \$7,653 and for full-time resident graduate students were \$13,395. This represents a 7.3% increase for resident undergraduate students and a 4.5% increase for resident graduate students in the two years between 2010 and 2012. In the ten years between 2002 and 2012 the increase is 86% for resident undergraduates and 79% for resident graduate students.¹³ 2012 rates for tuition and fees for resident undergraduates were 419% higher than 25 years earlier in 1987. When adjusted for inflation the 25 year increase is 158%. (See Appendix II for actual and inflation adjusted tuition costs over 25 years). Beginning in January 2014 students will see a 1.5% roll back in tuition,¹⁴ which should mean an annual cost savings of about \$114.80 for full-time resident undergraduates and a savings of about \$200.93 for full-time resident graduate students.

In addition to the cost of tuition and fees, the OUS Facts and Figures Handbook estimated average student budgets, or the cost of living and attending PSU as a full-time student, are the highest for all of the Oregon University System schools. Specifically, in 2012-13 full-time PSU students were expected to need, on average, \$23,940 to cover their tuition and fees, room and board, books and supplies and personal expenses such as transportation.¹⁵ The OUS Factbook 2012 also reports that average student debt for PSU graduates in 2012-13 is about \$25,000.

There are more students at PSU today than a decade ago and they must pay considerably more for their education.

Change in Faculty Numbers and Composition

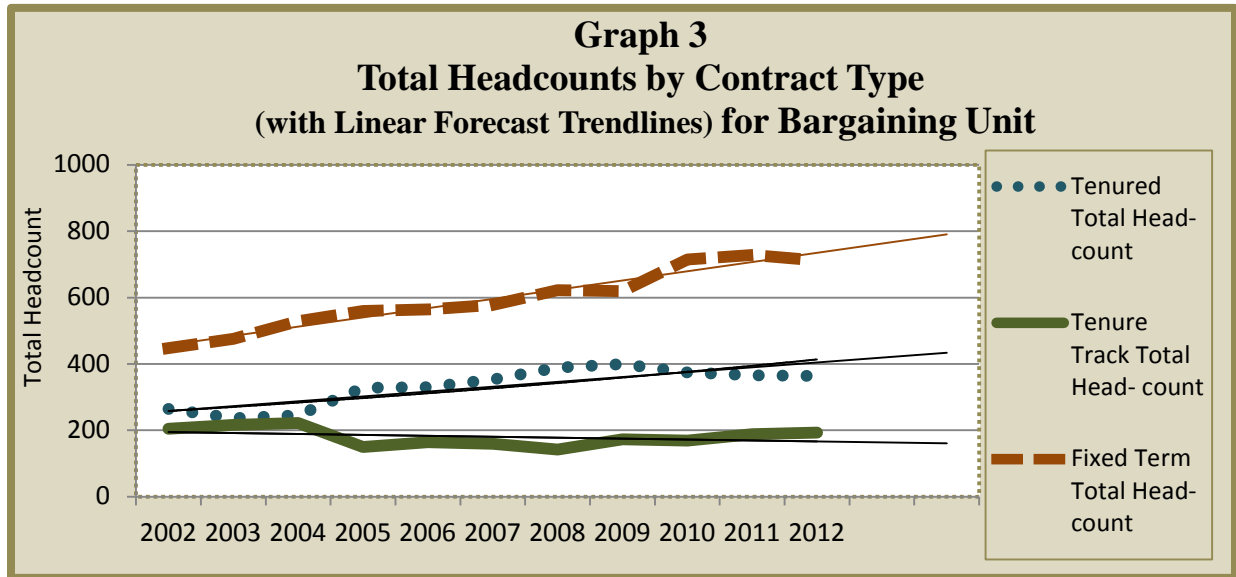
As student enrollment grew and tuition rose over the past decade, what changes happened to faculty size and composition to prevent mushrooming class size and decreases in the ability of faculty to foster and provide high quality attention to students? To answer this question we use data supplied by the PSU Human Relations (HR) department on the bargaining unit. Employees included in the bargaining unit are all unclassified job titles working on a 0.5 or greater FTE under one of three contract types, Tenured, Tenure Track, or Fixed Term. In this study we distinguish the group of faculty members who have achieved tenure from those who are working toward tenure, viz, Tenure Track, because the salary and

composition patterns of the two groups are distinct. Employees are also classified by rank (Professor, Associate and Assistant Professor, Senior Instructor and Instructor, Senior Research Assistant and Associate, Research Assistant and Associate, and No Rank (Academic Professionals). For examples of Academic Professional job titles see Appendix III. Because data was not available, adjuncts and graduate teaching assistants are not included in this analysis.

Table 2 shows actual headcounts and FTE levels for the three contract types. The total number of Tenured faculty increased by 37.9% over the ten years but the number of Tenure Track faculty decreased by 5.9%, due in part to the drop in numbers of Tenure Track Professors and Associate Professors, especially dramatic in 2008. In fact between 2002 and 2008 there was a decrease in Tenure Track faculty of 30.7%. The number of Tenure Track faculty has been climbing slowly since the nadir year of 2008 with the addition of 51 positions over the ensuing four years, most of them coming in 2011. The growth in Fixed Term faculty and staff rose at a relatively steady pace over the ten years (except in 2009 when there was a loss of three positions from the previous year and in 2012 when there was a loss of 16 positions from 2011 levels).

Year	Tenured		Tenure Track		Fixed Term	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
2002	264	252.4	205	200.9	448	394.7
2003	236	222.9	216	210.7	476	412.2
2004	245	232.4	222	218.7	529	462.4
2005	328	316.3	150	147.6	560	482.1
2006	330	316.0	164	159.1	564	490.7
2007	353	335.6	159	154.0	578	522.9
2008	389	376.0	142	138.1	622	572.5
2009	399	383.2	173	166.1	619	570.4
2010	374	359.5	169	164.1	715	659.0
2011	366	350.9	188	183.2	728	673.0
2012	364	348.7	193	190.5	712	665.2
% Change 2002-2012	37.9%	38.2%	-5.9%	-5.2%	58.9%	68.5%

Graph 3 shows the growth trends in number of Tenured, Tenure Track and Fixed Term employees in the bargaining unit. Closely following the trend lines shows that actual growth in Tenured and Fixed Term faculty dropped in 2012.



The trendline for Tenured faculty predicts continued growth, though at a slower rate than for the number of Fixed Term employees. However, it should be noted that if the trendline for Tenured faculty only considered the four years from 2009 to 2012 it would predict negative growth. The trendline for Tenure Track faculty over the full ten years forecasts negative growth. This is in spite of recent increases, because the total number of Tenure Track faculty in 2012 is still shy of the total number 10 years earlier in 2002 and even further below highs in 2003 and 2004.

The composition of the faculty as represented by the bargaining unit data has changed from a small majority of Tenured plus Tenure Track faculty to a majority of Fixed Term faculty and staff. Between 2002 and 2012 the total headcount of Tenured and Tenure track faculty members increased by 88, an increase of 18.8% over the ten years. In the same period the number of employees on Fixed Term contracts grew by a total of 264 positions or an increase of 58.9%, over three times the rate of growth for combined Tenured and Tenure Track faculty.

Numbers of Fixed Term Faculty and Academic Professional Staff

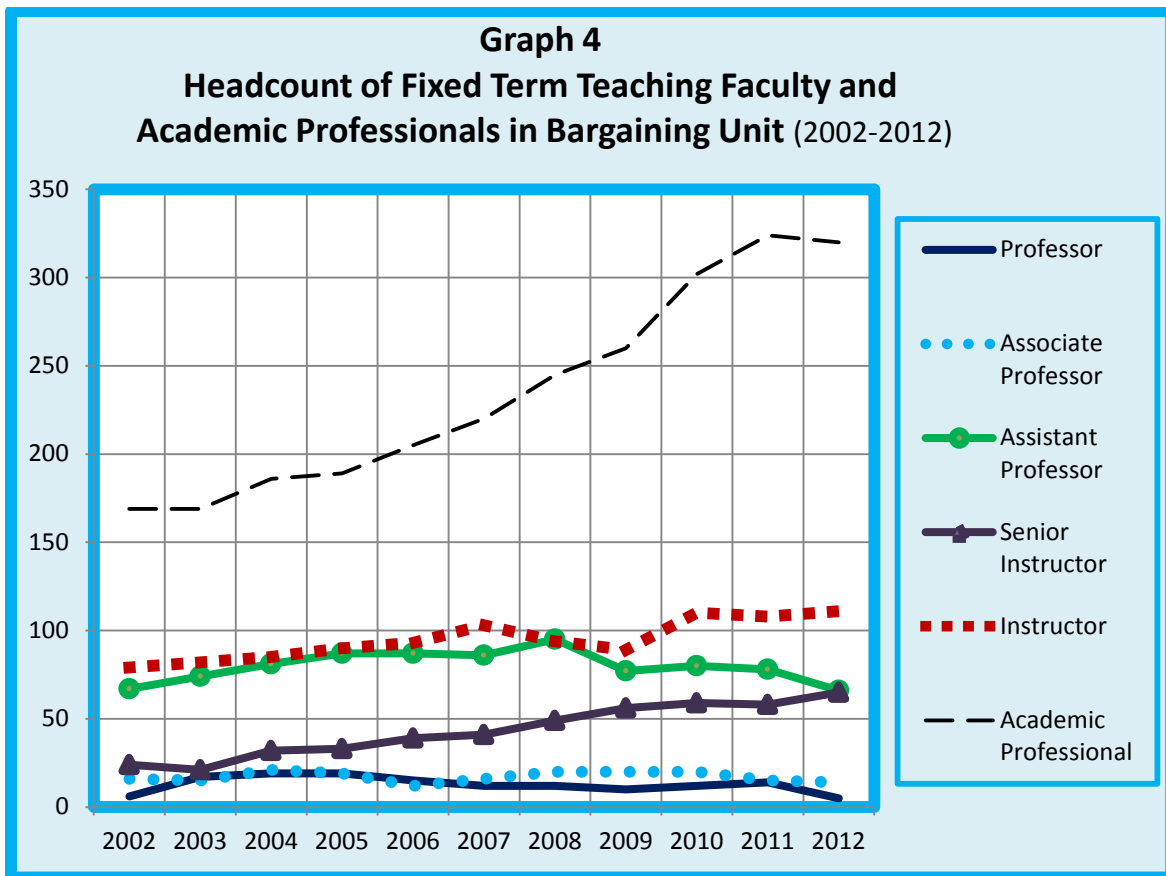
Looking in greater detail at the numbers of employees within each contract type reveals change in numbers of employees at different ranks over time. Table 3 breaks down the actual numbers of Fixed Term contract employees of different ranks for each year, and gives the percent increase or decline in those numbers from 2002 to 2012. The extraordinary percentage increase in Senior Research Associates is influenced by the relatively low number of individuals with this rank so that an increase from 1 to 16 is not, in fact, so extraordinary.

However, the number of Senior Instructors in 2012 is 2.7 times more than the number in 2002, and the number of Instructors in 2012 is nearly one and a half times greater than in 2002, notable increases in view of the actual numbers of individuals at these ranks. Even more notable considering their actual numbers is that the Academic Professional jobs, labeled by HR as No Rank, nearly doubled over the ten years. Academic Professional jobs are non-teaching. The numbers of all three ranks of Professor on Fixed Term contract increased over the years then declined and by 2012, dropped below 2002 levels.

TABLE 3 Headcount of Fixed Term Teaching and Research Faculty and Academic Professional Staff in Bargaining Unit (2002-2012)											
Year	Prof- essor	Assoc Prof- essor	Ass't Prof- essor	Senior Instruct	Instruct	Sr Res Assoc	Res Assoc	Sr Res Ass't	Res Ass't	Acad Prof- essional	Fixed Term Total
2002	6	16	67	24	79	1	26	4	56	169	448
2003	17	15	74	21	82	1	29	4	56	169	468
2004	19	21	81	32	85	1	37	3	63	186	528
2005	19	19	87	33	90	2	45	4	69	189	557
2006	15	12	87	39	93	5	42	11	53	205	562
2007	12	16	86	41	103	7	34	12	45	220	576
2008	12	20	95	49	94	10	35	13	46	245	619
2009	10	20	77	56	89	24	33	0	49	260	618
2010	12	20	80	59	110	13	35	19	63	302	713
2011	14	15	78	58	108	14	34	21	59	324	725
2012	5	14	66	65	111	16	35	19	61	320	712
Percent Change 2002 - 2012	-16.7%	-12.5%	-1.5%	170.8%	40.5%	1500%	34.6%	375%	8.9%	89.3%	58.9%

Graph 4 demonstrates the small growth and then decline in all three ranks of Fixed Term Professors (excludes employees whose job titles indicate they are research only), and illustrates how the number of Assistant Professors on Fixed Term contract has been two to three times greater than the combined number of Fixed Term contract Professors and Associate Professors in every year of the decade.

Graph 4 also shows the gradual rise in numbers of Instructors and Senior Instructors, and, in spite of a leveling between 2011 and 2012, the decidedly more dramatic growth in number of Academic Professionals.



Numbers of Tenure Track Faculty¹⁶

Table 4 shows that the number of Associate Professors with Tenure Track contracts fell by a dramatic 69% between 2002 and 2012. Most of this drop occurred between 2004 and 2005. The number of Assistant Professors working toward tenure grew by 21% over the decade.

Graph 5 shows the zero and negative growth in tenure track Professors and Associate Professors respectively, and the positive growth in Tenure Track Assistant Professors. The available data does not show what happened to the Tenure Track Professors and Associate Professors, whether they were promoted or released.

Year	Professor	Associate Professor	Assistant Professor
2002	4	61	140
2003	6	64	146
2004	9	68	145
2005	6	22	121
2006	6	22	135
2007	11	30	116
2008	5	16	120
2009	5	24	143
2010	3	22	144
2011	3	23	162
2012	4	19	170
% Change 2002-2012	0%	-69%	21%

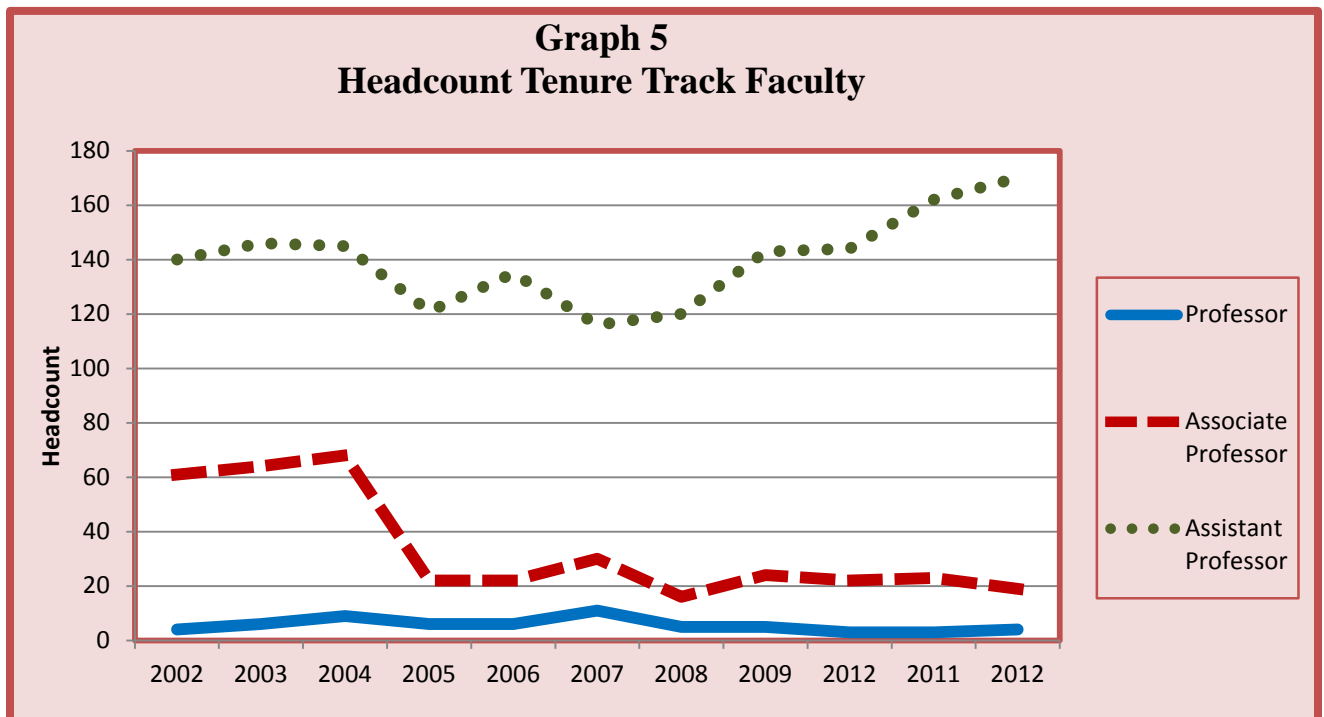
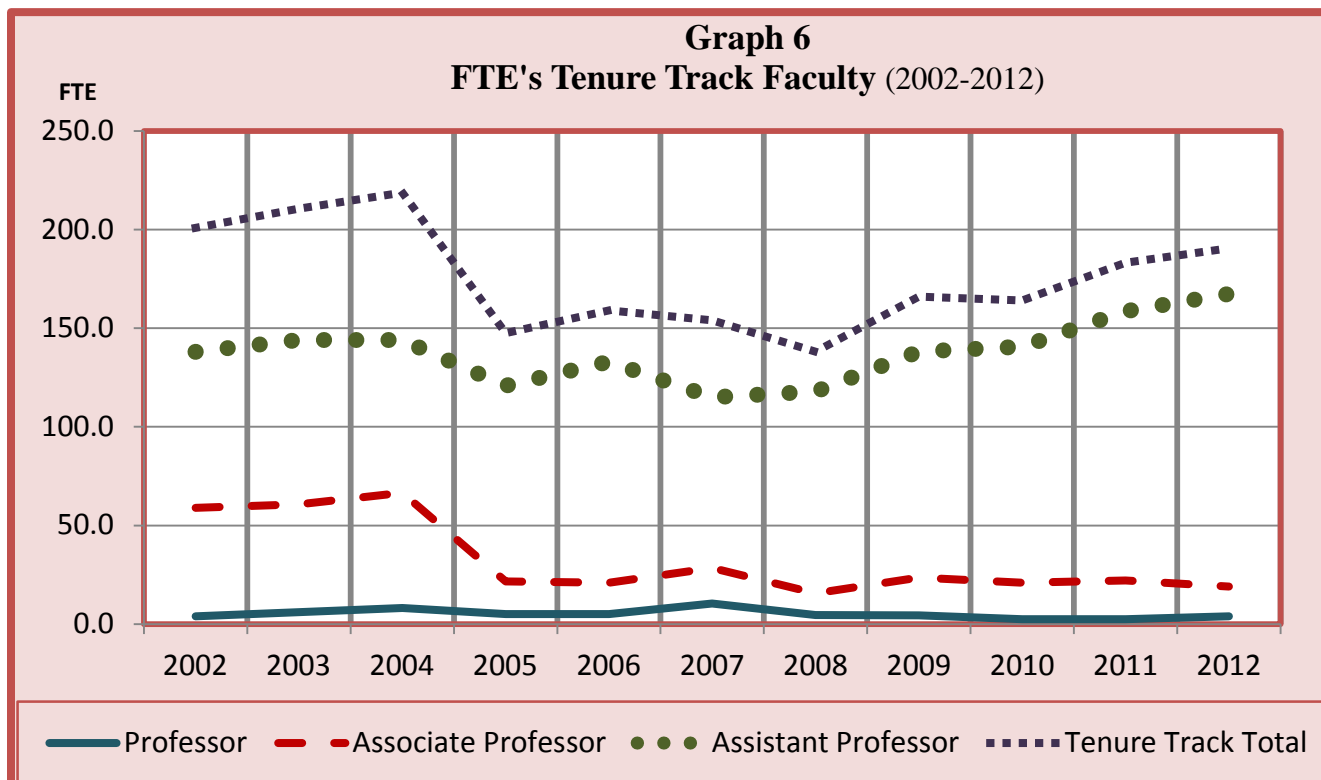


Table 5 shows total Tenure Track Faculty FTE's declined by 5% between 2002 and 2012.

Graph 6 shows how the total FTE's for Tenure Track faculty was even less in the years 2005 through 2012 than in the prior three years. Since 2008, Tenure Track FTE's have been slowly climbing back toward 2002 levels almost entirely because of the addition of Assistant Professors.

Year	Professor	Associate Professor	Assistant Professor	Tenure Track Total
2002	4.0	58.9	138.0	200.9
2003	6.0	60.7	144.0	210.7
2004	8.2	66.5	144.0	218.7
2005	5.1	21.7	120.8	147.6
2006	5.1	21.0	133.0	159.1
2007	10.5	28.5	115.0	154.0
2008	4.5	15.6	118.0	138.1
2009	4.4	23.5	138.2	166.1
2010	2.5	21.0	140.6	164.1
2011	2.5	22.1	158.6	183.2
2012	4.0	19.0	167.5	190.5
% Change 2002-2012	0%	-68%	21%	-5%



Numbers of Tenured Faculty

The total numbers of Tenured Faculty grew by 38% between 2002 and 2012 as displayed in Table 6. Most of this growth stems from 87% growth in hiring at or promotions to Associate Professor rank between 2004 and 2005, while Tenure Track Associate Professors significantly decreased (Table 5).

The growth in numbers of Tenured Professors and Associate Professors is reflected in Graph 7 where the leap in numbers of Associate Professors between 2004 and 2005 is clearly evident as is the leveling in their numbers thereafter, probably at least partially the result of promotions to Full Professor being roughly matched by the promotion of Tenure Track Assistant Professors to Tenured Associate status. The 11% increase in the number of Full Professors between 2002 and 2012 masks the decline of 13.5% in their numbers since 2009. The numbers of Tenured Assistant Professors are very small (four or less), and barely shows in Graph 7.

Year	Professor	Associate Professor	Tenured Total*
2002	178	84	264
2003	156	78	236
2004	159	83	245
2005	171	155	328
2006	173	155	330
2007	194	157	353
2008	216	170	389
2009	229	166	399
2010	210	162	374
2011	204	160	366
2012	198	165	364
% Change 2002-2012	11%	96%	38%

*Tenured Total includes Assistant Professors.

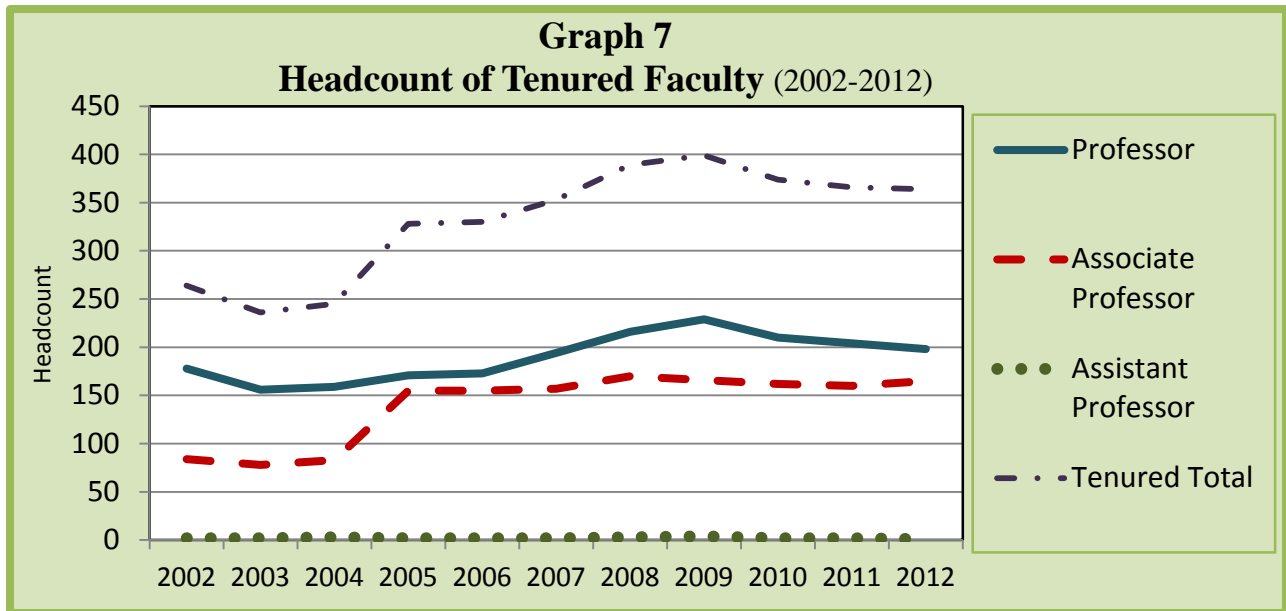
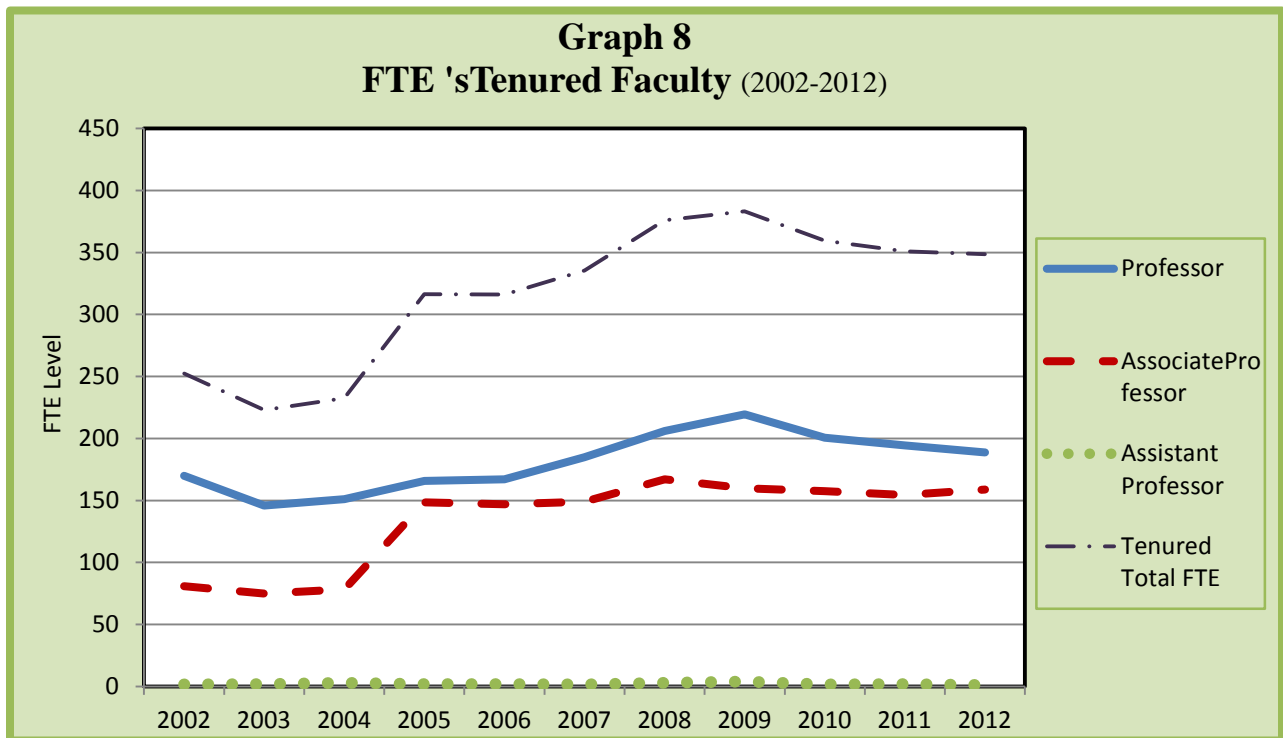


Table 7 shows FTE levels for Tenured Faculty. Their FTE levels and headcounts are closely aligned. In fact, the percent change over the decade in total headcount and in Total FTE is the same, 38%.

Graph 8 reflects the same trends for Tenured FTE levels as for Tenured headcounts, viz. a steep rise in number of Tenured Associate Professors between 2004 and 2005 followed by relatively flat growth. There was also gradual growth in the number of Tenured Full Professor FTE's between 2006 and 2009, followed by a 13% decline in the number of their FTE's.

Year	Professor	Associate Professor	Assistant Professor	Total FTE
2002	170	80.8	1.6	252.4
2003	146	74.9	2	222.9
2004	151	78.4	3	232.4
2005	165.8	148.5	2	316.3
2006	167	147	2	316.0
2007	185	149	1.6	335.6
2008	206	167	3	376.0
2009	219.4	159.8	4	383.2
2010	200.5	157.4	1.6	359.5
2011	194.5	154.4	2	350.9
2012	188.8	158.9	1	348.7
%Change 2002-2012	11%	97%	-38%	38%



Student to Faculty Ratios

How does the growth in teaching personnel compare to the growth in student enrollment? Table 8 shows the student-faculty ratio for total headcounts and by total FTE over the decade 2002 to 2012.¹⁷ The Student/Faculty **Headcount** ratios were calculated by dividing the total number or headcount of students by the total headcount of instructional faculty (Full, Associate and Assistant Professor, Senior Instructor and Instructor) in each year, (excluding adjuncts). This includes both full- and part-time students. To determine Student to Faculty FTE ratios, which more closely aligns with how many full-time students there are for each full-time faculty member, the total number of student FTE's in each year was divided by the total number of FTE's for all instructional faculty (excluding adjuncts).

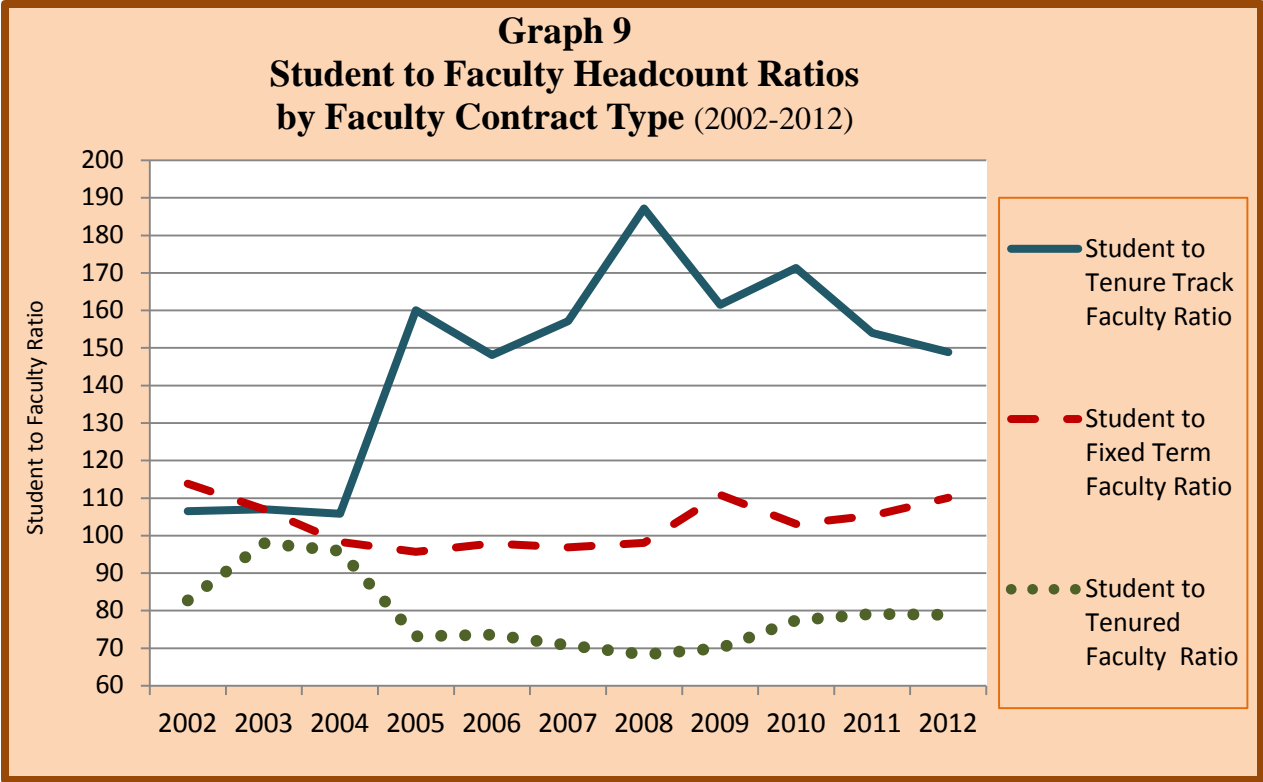
When measured by headcount of students per headcount of teaching staff, student to faculty ratios are high by national standards. When we use FTE as a proxy for full-time students and faculty, the ratio appears only somewhat better.

Reporting on the 2011-12 year US New and World Report says the student faculty ratio at PSU is 16 to 1.¹⁸ How this ratio was derived is not reported and is significantly lower than we calculated.

Between 2002 and 2012 student faculty ratio worsened by 6.4% when looking at student and faculty headcounts, and by 2.1% when measured using FTE between 2002 and 2012. When measured between 2002 and 2011, before enrollment dropped for the first time in the decade, the FTE ratio worsened by 6.1%.

Graph 9 shows how the ratio of total number of students to total number of teaching faculty with different types of contract was close in the beginning of the decade, especially in 2004, but since 2005 diverged significantly.

Year	Headcount Ratio	FTE Ratio
2002	33.0	28.0
2003	34.6	29.0
2004	33.3	27.7
2005	32.9	27.4
2006	32.7	27.1
2007	32.5	26.5
2008	33.2	27.1
2009	33.9	28.2
2010	35.1	28.8
2011	34.9	29.7
2012	35.1	28.6
% Change 2002-2012	6.4%	2.1%



The number of students per Tenured Faculty member (excluding Tenure Track) dropped in 2005, then in 2011 and 2012 grew back up to near 2002 levels. The pattern of change for the student to Fixed Term faculty ratio is roughly similar. However, the ratio changed dramatically for Tenure Track faculty growing from 106.5 students per Tenure Track faculty member in 2002 to 148.9 in 2012, a 39% increase.

As Graph 10 shows, the ratios for Student/Faculty FTE's follow patterns similar to those patterns for Student/Faculty headcounts. Headcount ratios (Graph 9) for Fixed Term teaching staff have been rising since 2010, whereas according to Graph 11 FTE ratios appear to be leveling. The actual ratio numbers shown in Table 8 suggest that in both headcount and FTE ratios there have been only small changes between 2010 and 2012.

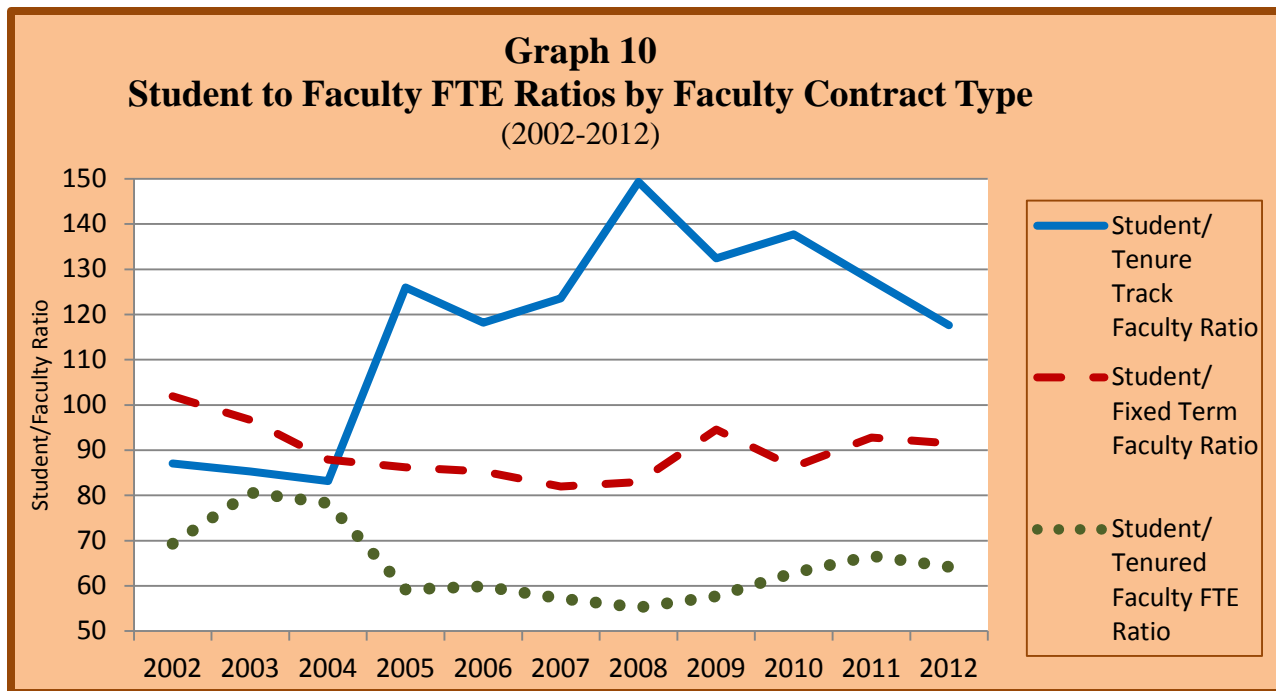


Table 9 Student/Fixed Term Academic Professional Ratios (2002-2012)

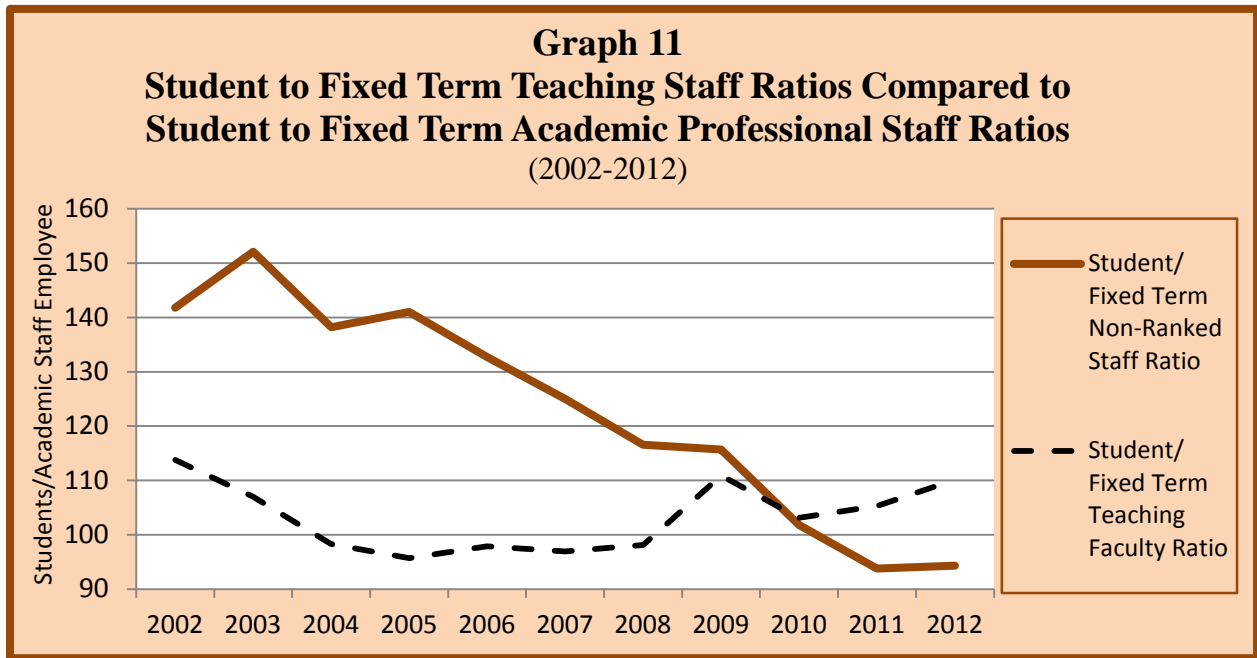
Year	Total Academic Professionals	Total Student Head-count	Student/Acad Prof Ratio
2002	154	21,841	141.8
2003	152	23,117	152.1
2004	170	23,486	138.2
2005	170	24,015	141.0
2006	183	24,284	132.7
2007	200	24,999	125.0
2008	228	26,587	116.6
2009	242	27,942	115.7
2010	284	28,958	101.8
2011	309	28,958	93.8
2012	305	28,731	94.3
%Change 2002-2102	98%	32%	-33%

Because a significant proportion of Fixed Term Contract employees in the bargaining unit are non-teaching Academic Professional staff and because their numbers have almost doubled over the decade, we look separately at student-to-Academic Professional employee ratios over time in Table 9. Between 2002 and 2012 the ratio of total students to non-ranked, ie, Academic Professional staff declined by 33%. The decline was even greater if measured from the high point in 2003 (38%).

Looked at graphically (in Graph 11) it can be seen that the number of students per Fixed Term Non-Ranked, Non-Teaching Academic Professional staffer declined

rapidly while the number of students per Fixed Term Teaching staffer was growing

back up to 2002 and 2009 high levels. The ratios were equal in 2010 after which they favored numbers of students per non-teaching Academic Professional (non-Ranked) Fixed Term staff over number of students per teaching Fixed Term faculty. Excluded from these calculations were Fixed Term Research Professors, Research Assistants and Research Associates at all ranks as well as adjuncts and graduate teaching and research assistants.



Fixed Term Academic Professionals, or as their jobs are labeled by HR non-Ranked staff, include employees who provide direct services to students as well as staff who support various levels of university administration. (See Appendix III for examples of job titles for this rank of unclassified staff in the bargaining unit).

Considering the steady tuition raises over the decade, it appears that PSU students are getting fewer teaching faculty for what they are paying. This trend suggests that they may also be attending larger classes. However, the university is being staffed by an ever-growing number of non-teaching Academic Professional staff, many of whom provide direct services to students.

How much people are paid for their work influences morale, effort put into teaching, and research productivity, and it also reflects on the quality of services provided to students.

Faculty Salaries

The following section shows average annual salaries for Fixed Term, Tenure Track, and Tenured contract types. For the reader interested in median salaries (corrected for inflation and reported in 2012 dollars) please see Appendix VIII. In order to correct for inflation and be able to compare change in salaries and their purchasing power over time, all salaries have been converted to 2012 dollars.¹⁹

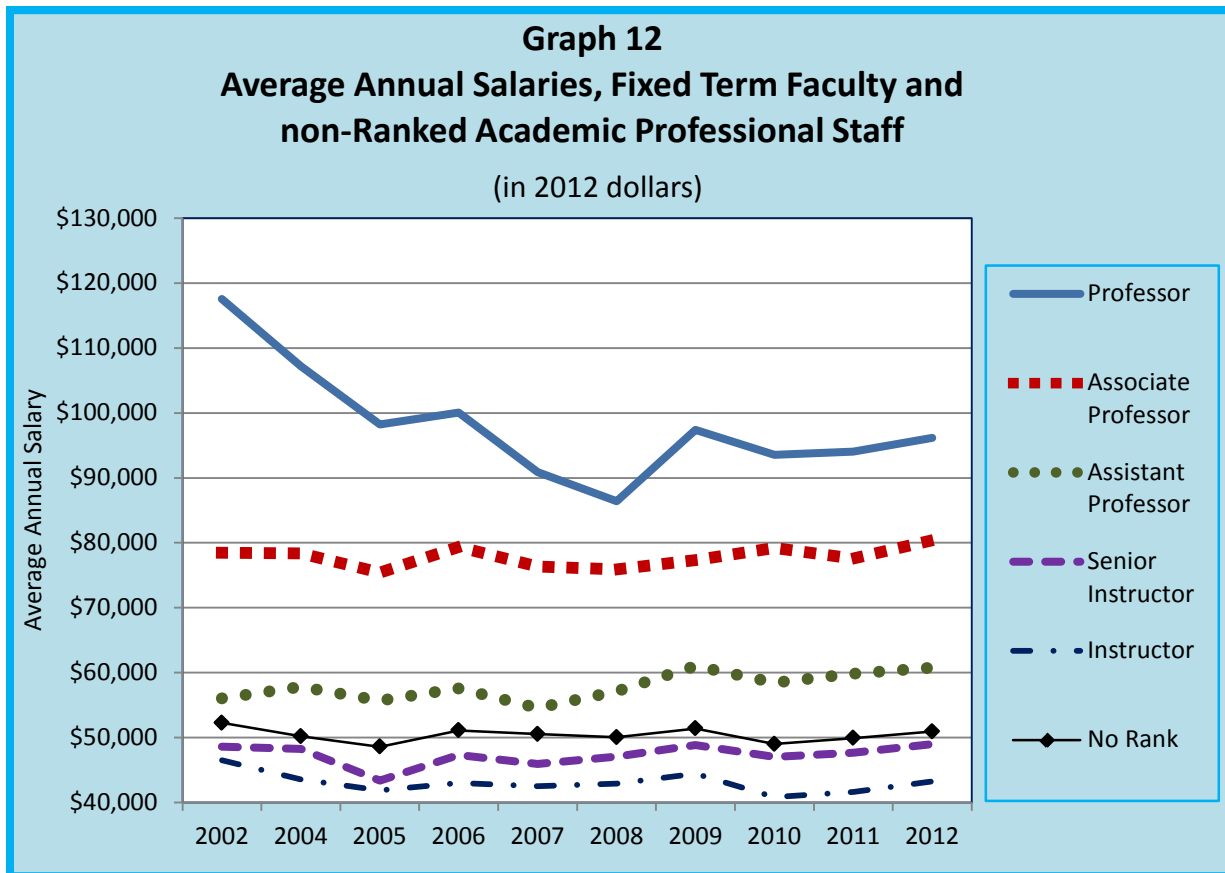
Salaries of Fixed Term Faculty and Academic Professional Staff

The inflation-adjusted average salaries of Faculty and Academic Professional staff on Fixed Term contract have remained relatively flat or declined over the decade. The number of Professors and Associate Professors on Fixed Term contract has always been relatively small hitting a peak of 40 for both ranks combined in 2004 and dropping to only 19 for both ranks combined in 2012. As shown in Table 10, average salaries of Assistant Professors gained the most among all Fixed Term contract employees over the decade, but still realized less than a 1% average annual gain in purchasing power. At a 1% increase average salaries for Senior Instructors just kept up with inflation over the decade, while average inflation-adjusted salaries for Instructors and Academic Professional staff declined.

Year*	Professor	Associate Professor	Assistant Professor	Senior Instructor	Instructor	Academic Professional
2002	\$117,567	\$78,459	\$56,056	\$48,591	\$46,499	\$52,250
2004	107,197	78,397	57,814	48,276	43,548	50,189
2005	98,261	75,402	55,707	43,353	41,857	48,582
2006	100,068	79,347	57,557	47,319	43,024	51,099
2007	90,902	76,332	54,567	45,931	42,527	50,538
2008	86,387	75,896	57,126	47,060	42,900	50,031
2009	97,385	77,316	61,005	48,836	44,422	51,396
2010	93,539	79,189	58,461	47,032	40,823	49,012
2011	94,042	77,579	59,821	47,654	41,638	49,913
2012	96,183	80,385	60,780	48,995	43,266	50,931
%Change 2002-2012	-18%	2%	8%	1%	-7%	-3%

*Faculty salary data provided by HR for 2003 was incomplete and not used for this analysis.

Graph 12 shows how both teaching and non-teaching unclassified employees working on Fixed Term contracts are, on average and corrected for inflation, working for salaries with close to or less than the same purchasing power in 2012 as they were in 2002.



While the number of Instructors grew by 41% over the decade suggesting a growing reliance on their contribution to the university, a close look at Graph 12 reveals that the already low average salary of Instructors actually fell below 2002 levels.

The number of Fixed Term full Professors dropped to only five individuals in 2012. In 2008 when average annual salaries were lowest for this rank there were only 12 people working on Fixed Term contracts at the Professor rank.

Salaries of Tenure Track Faculty

Average annual salaries for Tenure Track Faculty do not appear to have fared significantly better than average salaries of Fixed Term faculty and Academic Professionals.

Table 11 shows how average salaries for Tenure Track Associate Professors stayed ahead of inflation by an average of just 1.2% per year when we compare 2002 to 2012 average salaries in 2012 dollars.

Tenure Track Assistant Professors are, on average and adjusted for inflation, earning the same as their counterparts a decade ago, and were actually doing slightly better in 2006 than in 2002 or 2012.

Year	Professor	Associate Professor	Assistant Professor
2002	\$111,582	\$72,598	\$64,002
2004	117,393	77,105	62,641
2005	121,889	82,058	61,428
2006	125,626	82,416	65,156
2007	104,885	72,081	62,968
2008	106,407	83,307	62,559
2009	93,103	85,031	63,886
2010	*	79,401	59,459
2011	*	81,960	61,965
2012	*	81,441	64,391
% Change 2002-2012	-17%**	12%	1%

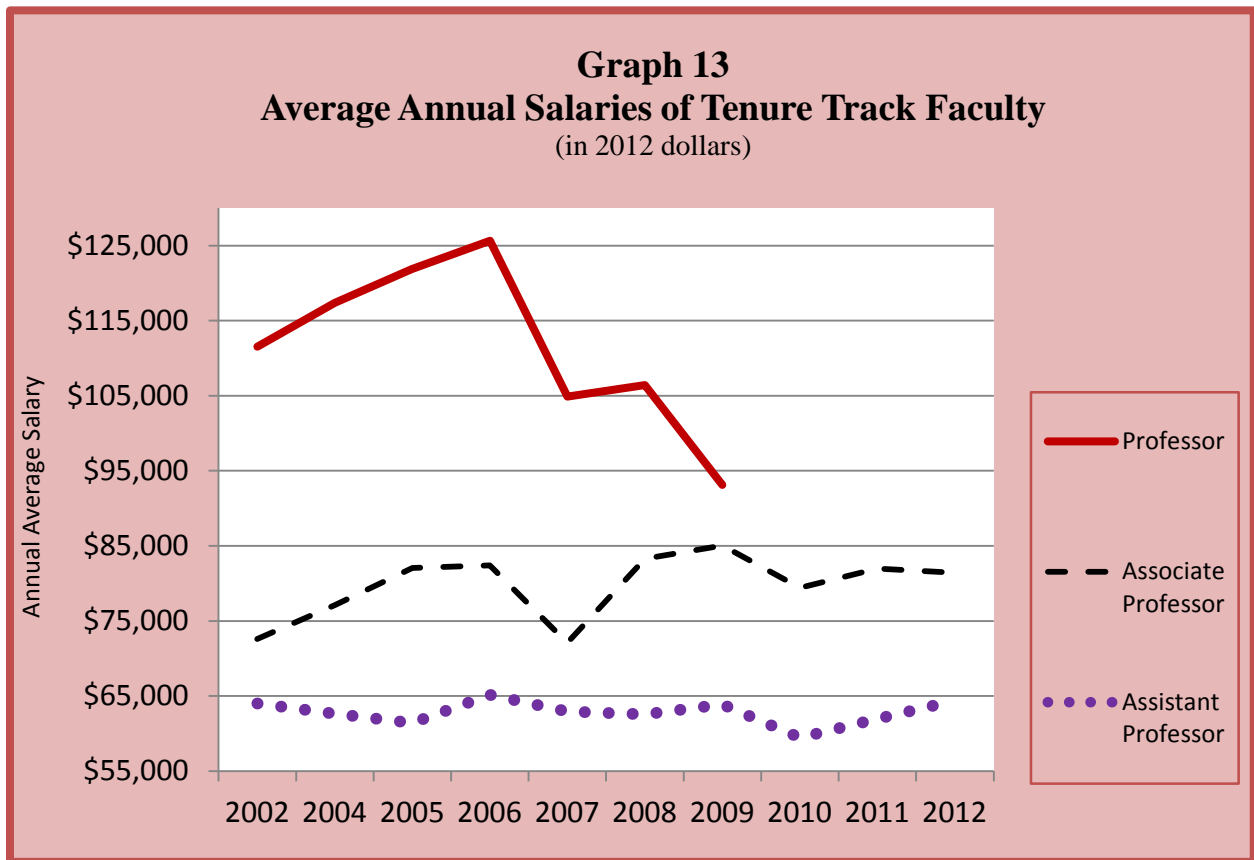
*n=less than 5 individuals.
** Percent change between 2002 and 2009.

The relatively dramatic drop in average salaries for Tenure Track Professors may be related to the apparent phasing out of this rank among Tenure Track Faculty. Indeed, the rank of Tenure Track Professor phased out nearly completely by 2010. The highest number of these employees was 11 in 2007 and fell to five in 2009 and less than five thereafter. These small numbers make the notable drop in average annual Tenure Track Professors' salaries less significant than for the non-growth in average inflation-adjusted Tenure Track Assistant Professors' salaries.

Paying tenure track Assistant Professors at the same rate (after adjustment for inflation) as a decade ago is significant for a university attempting to compete with other institutions to attract and retain the best possible junior faculty. This is especially true for an institution aspiring to raise its research capacity and profile.

Graph 13 shows the flat growth in average inflation-adjusted Assistant Professors' salaries, although there is evidence of a slight uptick since the low in 2010. But, this uptick only raises average salaries back up to 2002 levels.

The numbers of Associate Professors on a Tenure Track contract dropped dramatically in 2005, from 68 in 2004 to 22 in 2005 (Table 4). As Graph 13 shows, the average inflation-adjusted salary for Tenure Track Associate Professors in 2012 is about equal to 2005 levels or just before there was a major decrease in the numbers at this rank of Tenure Track Faculty.



After 2009 there were fewer than five Tenure Track Professors, so we do not report their salaries after 2009.

Salaries of Tenured Faculty

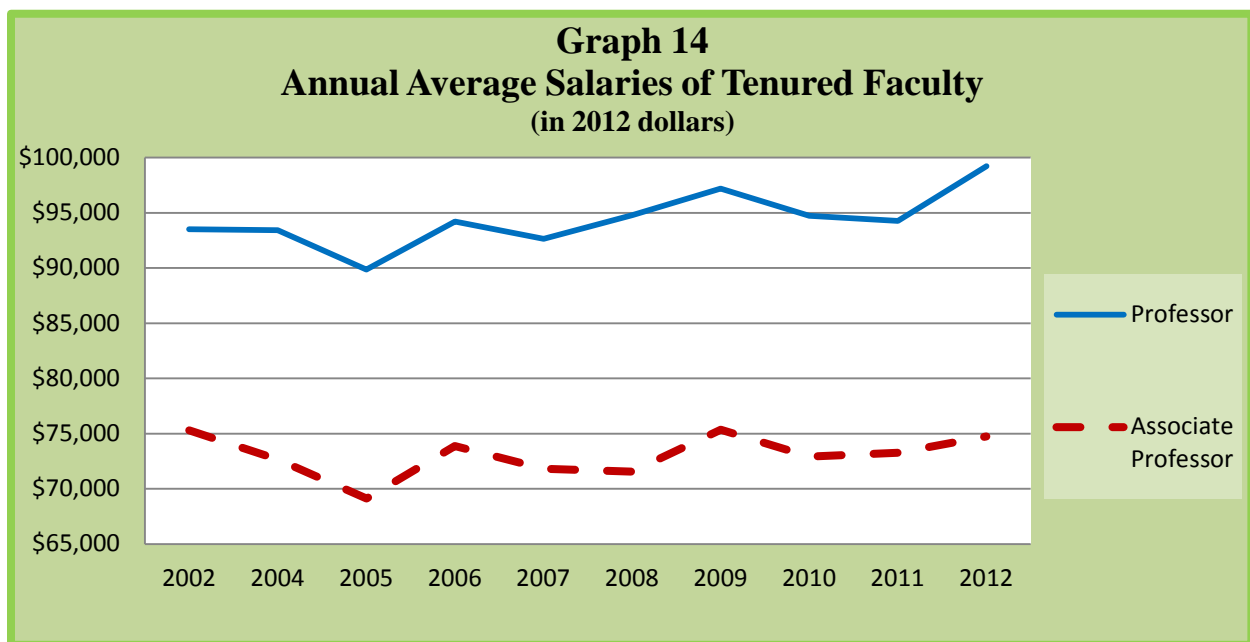
Table 12 shows inflation corrected average salaries for Tenured Faculty. Professors' average annual inflation-adjusted salaries increased by only 0.6% per year over the decade. Average inflation-adjusted salaries for Associate Professors in 2012 dropped in value from what they were in 2002. These are dismal salary growth levels. At the same time the university was increasing the numbers of Tenured Faculty by one-third. The number of Tenured Associate Professors doubled over the decade even as their average salary dropped.

Graph 14 shows how flat average salaries for Tenured Associate Professors were through 2011, and the small uptick in Tenured Professors' average annual salaries in 2012 after a decade of relatively flat growth. No such uptick appears for salaries of Associate Professors for whom average annual salary is still below the 2002 level.

Table 12
Average Annual Salaries
of Tenured Faculty*
(in 2012 dollars)

Year	Professor	Associate Professor
2002	93,524	75,311
2004	93,446	72,664
2005	89,860	69,124
2006	94,225	73,891
2007	92,647	71,809
2008	94,794	71,548
2009	97,207	75,360
2010	94,742	72,923
2011	94,277	73,261
2012	99,224	74,747
% Change 2002 - 2012	6%	-1%

*In each year from 2002 through 2011 there were less than 5 tenured Assistant Professors, except in 2012 when none were found in the faculty listings.



Numbers and Salaries of Administrators

If increases in faculty numbers have been too small to keep pace with student enrollment and faculty salaries have been raised by only small increments for some ranks and for others salary growth has been stagnant or regressed, then students should ask where their tuition dollars are being spent. A growing issue at university campuses across the country is the explosive growth in numbers of positions created for administrators. Described as *administrative bloat*, this expansive growth often appears to be at the expense of growth in size and salaries of faculty even in the face of rising student tuition and enrollment. How has the administration been growing at PSU?

The data generated by the PSU HR office for all years up to and including 2011 was available in PDF files for all employees listed in alphabetical order. This data does not tell if an employee is part of the bargaining unit or not. The 2012 data provided by the HR office is different. Instead of providing a listing for all employees it only provided a listing of unclassified and unrepresented or excluded employees, that is, employees not included in the bargaining unit who are, according to the HR Department, members of the administration. Due to this distinction in the data provided to us, we report on 2012 with caveats where appropriate.

Total Numbers of Unclassified non-Teaching Staff

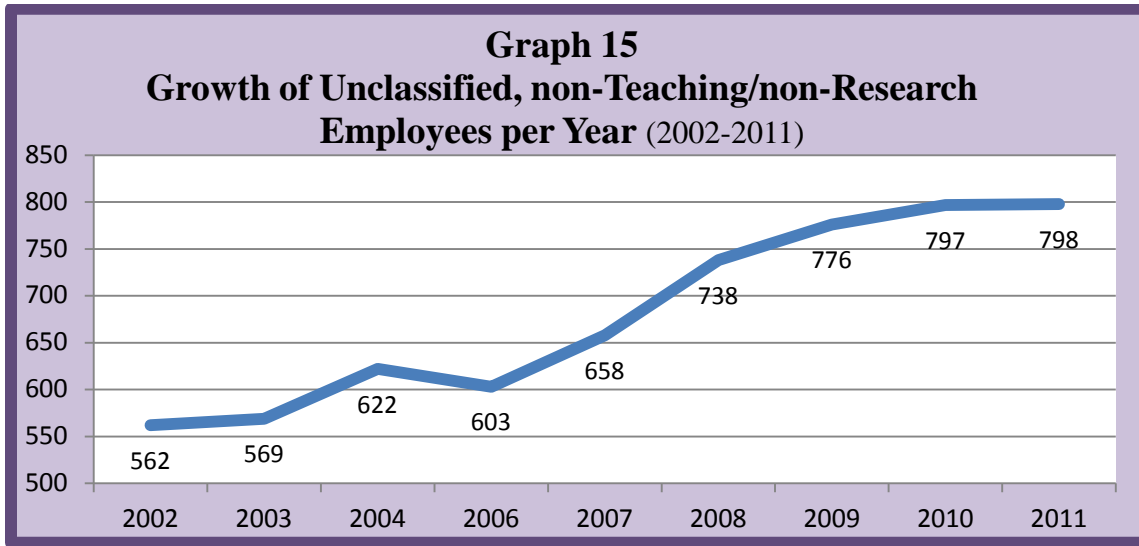
In Table 13 we see how the number of Unclassified, non-Teaching and non-Research employees grew by 42% between 2002 and 2011. These figures represent all Unclassified, Non-Teaching, non-Research employees, both those who are unrepresented and excluded as well as those Academic Professionals who are part of the bargaining unit.

Graph 15 illustrates this expansion, showing the relatively rapid growth over the three years between 2006 and 2009. From 2010 to

Table 13
Total Count of Unclassified non-Teaching/Research Administrators by Year and Percent Growth (2002 to 2011)

Year	Total Count
2002	562
2003	569
2004	622
2006	603
2007	658
2008	738
2009	776
2010	797
2011	798
% Change 2002-2011	42%

2011 there is a marked tapering off of growth in unclassified non-Teaching/non-Research positions.



To obtain a measure of how many Unclassified, non-Teaching/non-Research employees were members of the administration over the decade we subtract the number of these employees in the bargaining unit from the Total count as seen in Table 14. For 2012 we use the number explicitly reported by HR for administrators, also defined by HR as unrepresented and/or excluded Unclassified, non-Teaching/non-Research employees. Using this calculation the growth in number of administrators not in the bargaining unit is 54%. The number of Unclassified, non-Teaching/non-Research staff or Academic Professionals in the bargaining unit grew by 73%.

Table 14
Calculation of Number and Percent Growth of Administrators (2002-2012)

Year	Total Number	Number in Bargaining Unit	Calculated Number of Administrators
2002	562	201	361
2003	569	201	368
2004	622	217	405
2006*	603	244	359
2007	658	257	401
2008	738	271	467
2009	776	300	476
2010	797	280	517
2011	798	320	478
2012	**	347	555
% Growth 2002-2012	42%	73%	54%

*Data provided for 2005 had so many anomalies it was considered unreliable and was not used.
**Listing of all PSU employees not provided for 2012.

Numbers of Executive Administrators with Job Titles of Assistant Dean and Above

Many Unclassified, non-Teaching Administrators supply direct services to students and are not in the decision-making or policy-setting ranks of the administration. To see the growth in those ranks that do have the most influence on setting University policy, rules, and regulations we look at the changes in numbers of Administrators at the rank of Assistant Dean and above (Table 15).

Year*	Vice Pres	Assoc Vice Pres	Ass't Vice Pres	Vice Prov	Assoc Vice Prov	Ass't Vice Prov	Dean	Assoc Dean	Ass't Dean	Totals
2002	2	4	0	7	1	0	9	7	1	31
2003	1	2	0	6	3	1	9	7	1	30
2004	2	2	0	6	3	1	9	8	2	33
2006	2	3	3	5	3	2	9	10	4	41
2007	2	3	3	5	2	2	10	10	3	40
2008	2	3	3	6	3	3	8	11	4	43
2009	2	4	4	7	6	2	8	11	4	48
2010	4	7	3	6	5	2	9	10	5	51
2011	5	10	2	5	5	0	9	10	6	52
2012	5	7	4	2	6	0	10	10	7	51

*Data for 2005 for administrators was incomplete and not included in this analysis.

The number of administrators with job titles of Assistant Dean and above increased by 20 positions, from 31 to 51 or 65% growth in total numbers. (Each year there has been only one President and one Provost). This growth is most evident for the job titles of Associate Vice Provost and Assistant Dean. The fluctuation in the number of individuals with a job title of Dean is explained by changes in the job titles of individuals who led Graduate Studies, Student Life, and Extended Studies. In some years there were Deans listed for those units, in other years there were not. In 2011 the number of administrators with the job title of Vice Provost dropped, but the number with the job title of Associate Vice Provost grew by one position. 2011 saw a peak in the number of Associate Vice President job titles, but the next year that number fell back to the 2010 level.

Student to Executive Administrator Ratios

Student to Executive Administrator Ratios steadily declined over the decade by 20%. Using total student headcount Table 16 shows the number of students per Executive Administrator (Assistant Deans and above) dropped from 706 students per Executive Administrator in 2002 to 563 in 2012. In 2011 the improvement in the ratio was 27%.

In contrast the student to faculty ratio increased by 6.4%.

The number of employees at the highest ranks of administration is growing at a distinctly faster rate than the growth of the faculty and relative to rises in student enrollment. However, in light of increases in student enrollment and the relatively low numbers of Executive Administrators in 2002, the number of administrators at the rank of Assistant Dean and above in 2012 does not suggest overt administrative bloat. As the next section demonstrates, the average salaries of these administrators present a very different picture.

Salaries of Executive Administrators

Do the salaries of administrators present the same picture of regression, non-growth or relatively low growth as seen for Faculty and Academic Professionals' salaries? Table 17 presents average inflation adjusted annual salaries (in 2012 dollars) of administrators at the rank of Assistant Dean and above and the percent change in those averaged salaries over the decade.

Table 16
Student to Executive Administrator Ratios by Headcount (2002-2012)

Year*	Student to Executive Administrator Ratios
2002	706
2003	771
2004	712
2006	592
2007	625
2008	618
2009	583
2010	559
2011	557
2012	563

*Data available for Administrators for 2005 was incomplete and not used in this analysis.

Table 17
Average Inflation Adjusted Annual Salaries of Administrators
at the Rank of Assistant Dean and Above (2002 to 2012)
(in 2012 dollars)

Year	President	Vice Pres	Assoc Vice Pres	Ass't Vice Pres	Provost	Vice Provost	Assoc Vice Provost	Ass't Vice Provost	Dean	Assoc Dean	Ass't Dean
2002	193,429	179,855	127,327	0	194,339	131,022	168,511	0	151,014	119,840	154,130
2003	214,398	180,068	120,790	0	190,124	122,491	111,409	103,698	156,092	105,324	73,169
2004	208,936	167,447	117,713	0	185,281	122,130	108,571	101,057	151,051	105,791	75,903
2006	390,259	196,996	134,452	98,343	204,895	121,504	118,149	96,580	162,123	108,756	79,962
2007	379,346	193,415	143,836	96,557	201,160	125,636	118,902	94,823	165,174	121,636	88,176
2008	375,178	199,243	150,233	105,516	212,756	144,498	119,666	90,809	167,842	119,766	91,862
2009	350,004	212,344	143,277	93,160	225,470	134,689	105,569	100,990	177,136	120,939	91,983
2010	370,058	238,967	136,224	102,198	231,015	149,779	105,411	87,906	167,556	125,916	93,820
2011	362,127	224,113	143,193	107,718	223,081	128,957	99,963	0	167,865	114,928	94,010
2012	368,100	232,268	151,728	120,711	283,128	186,924	130,144	0	176,474	122,693	100,507
%Change 2002-2012	90%	29%	19%	23%*	46%	43%	17%**	0	17%	17%**	37%**

*Calculated from 2006. ** Calculated from 2003.

President, Vice Presidents, Associate and Assistant Vice Presidents

The President is the highest paid employee at PSU with a base salary for 2011 reported by the PSU HR of \$354,694 (this is worth \$362,127 in 2012 dollars). In 2012 his salary was raised 3.8% to \$368,100, a 90% increase over his predecessor in 2002 (adjusted for inflation).

The salary data provided by PSU HR provides just the base salary for the PSU President, not his total compensation. A 2011 article in the Vanguard reports that PSU’s President’s “salary” in 2011 was \$468,994 and for the 2012-13 fiscal year he would be eligible to receive \$540,000 retroactive to July 1, 2012. We presume these figures are total compensation. Of this increased total compensation projected for 2012-13, the state pays \$260,700, or \$15,000 more than in the previous 2011-12 fiscal year, and the remaining \$279,300 is paid by the university

foundation.²⁰ In the latest request by the AAUP-PSU for information on the President's compensation cost, it learned that in 2010-11 in addition to his base salary paid in part by the state and in part by the university foundation, the President also received \$22,557 in retirement contributions, \$14,200 in benefits contributions, \$80,000 in Foundation-provided deferred compensation, \$9,000 in annual car allowance, \$2,109 in annual internet access allowance, \$1,598 in annual cell phone allowance, and unspecified amounts in expense account, housing allowance, and club dues

The PSU President's total compensation eligibility of \$468,994 (excluding other benefits and perquisites) in 2011 was greater than the median reported for other public university presidents. The Chronicle of Higher Education, reported that median total compensation for public university presidents in the 2011-12 fiscal year was \$421,392,²¹ which is \$47,602 or 11.3% less than the Vanguard reported for PSU's President (\$468,994).

When compared to his peers the President of PSU is doing much better than his faculty when their salaries are compared to faculty salaries nationally and at peer institutions.²²

Except for a dip in 2004, the average annual salary for PSU Vice Presidents has been rising and in 2012 had a healthy growth of 29% in purchasing power over 2002. If 2012 average annual salary for Vice Presidents is compared to the low in 2004 we see a 39% increase.

The average annual salary for Associate Vice Presidents fell and rose in approximately two-year increments that roughly correspond to additions and subtractions in the number of administrators with this job title. Calculating from 2002 the average annual salary for Associate Vice Presidents grew by 19% in 2012. However, if calculated from 2004 when the average annual salary for this rank of administrator was at its nadir for the decade, the growth is a substantial 29%.

Assistant Vice Presidents also have been faring exceptionally well. Measured from 2002, the growth in inflation adjusted average annual salary for this position reached 23% by 2012, well-ahead of inflation. If measured from 2009 the increase was 30%.

The growth in average annual salary of Administrators with vice president in their job title stayed well above inflation over the decade between 2002 and 2012 at 19% to 29% growth.

Provost, Vice Provosts, Associate and Assistant Vice Provosts

Over the decade between 2002 to 2012 PSU academics has been led by four different provosts. The average annual salary as replicated from HR data in Table 16 shows some dips and rises. The only pattern evident is that in the last year of each of the three previous Provosts' tenure they appear to have experienced a dip in salary. We don't have the data to determine or speculate the reason for this pattern. The current Provost's salary is 46% greater in inflation adjusted dollars than her predecessor's was in 2002, and 25% greater than the highest paid year of her immediate predecessor.

The number of Vice Provosts fluctuated from seven to five between 2002 and 2011, but dropped to only two in 2012. The average annual salary of those two positions in 2012 was 43% greater than the average salary of the seven Vice Provosts in 2002. It was 54% greater than the average salary for the five Vice Provosts in 2006.

Since 2009 the number of Associate Vice Provosts fluctuated between five and six. Inflation adjusted average annual salary for this position has also fluctuated from a high of \$168,511 for the one Associate Vice Provost in 2002 to a low of \$99,963 for the five Associate Vice Provosts in 2011. Comparing the average annual salary of Associate Vice Provosts in 2012 to the one exceptionally well-paid Associate Vice Provost in 2002 there has been a 23% decrease in salaries for this rank. However, making the comparison of 2012 average salary to that of 2003 we see a 17% increase. In the one year between 2011 and 2012 the increase was a substantial 30%.

The job title of Assistant Vice Provost appears to be phased out as there was no one listed with that job title in either 2011 or 2012.

Like administrators with Vice President in their job title, the growth in average annual salary of the Provost and the administrators with Vice Provost in their job title has also stayed well above inflation.

Deans, Associate and Assistant Deans

In 2012 we see that the average inflation adjusted annual salary for Deans was 17% higher than in 2002. Except for 2004, Deans' salaries on average appear to have risen every year until 2009. Then in 2010 they dropped by nearly 6% until regaining their 2009 levels in 2012.

Average annual inflation adjusted salary for the position of Associate Dean has remained relatively flat with small fluctuations. The change between 2002 and 2012 was only a 2% increase when adjusted for inflation, but if measured between 2003 and 2012 average inflation adjusted salaries grew by 17%. In the one year from 2011 to 2012 Associate Dean's realized a 7% raise in their average inflation adjusted annual salary.

There has been a steady incremental growth in the number of Assistant Deans from one in 2002 to seven in 2012. The one Assistant Dean in 2002 was clearly earning a high salary for the time. When we compare the average inflation adjusted annual salary of Assistant Deans in 2012 to those of the single, more modestly paid, Assistant Dean in 2003 we see a growth of 37% for this rank of the administration built on consistent yearly increases. Assistant Dean's also realized a 7% raise in their average annual salary from 2011 to 2012.

In 2012 the growth in average annual salaries of Deans and their Associate and Assistant Deans is also well above the rate of inflation.

Other Administrators

In 2012 there were 501 other administrators listed by HR with job titles that did not include the words President, Provost or Dean. These job titles did include Director, Supervisor, Manager, Coordinator, Chief, Department Chair, Controller, and Coach, among others. Seventy-one or 6% of these positions, most of which were 12-month contracts, earned salaries above \$99,524 in 2012, which was the average 9-month annual salary of Tenured Professors in 2012. The range of salary for these administrators is \$100,008 shared by a Director, and Associate Director and an Assistant Controller to \$242,496, the salary of the Director of SHAC after correcting to a full 1.0 FTE (actual FTE for this position in 2012 was 0.8). The median salary for this 6% of administrators is \$114,846. The average is \$121,513, close to the average 2012 annual salary for PSU Associate Vice Presidents.

The other 430 administrators earned less than the average 9-month annual salary of Tenured Professors in 2012. Specifically the range is \$25,752 for Residence Directors to \$99,384 for an Academic Program Director. The median is \$61,434, and the average is \$62,265.

Faculty Salary Growth Compared to Executive Administrator Salary Growth

Referring back to the change in Faculty salaries for the decade between 2002 and 2012 reminds us that the growth in average inflation adjusted annual salary of Tenured Professors is 6%. The remaining 19 Associate Professors on Tenure Track contracts are on average earning 12% more in 2012 than their 2002 counterparts earned. The 66 Assistant Professors on Fixed Term contracts are earning 8% more on average than their 2002 counterparts. The change in average salary for all other ranks ranges from a flat 1% gain (for Tenure Track Assistant Professors and Fixed Term Senior Instructors) to negative 7% (for Instructors).

In contrast, average annual salaries for Administrators at the Assistant Dean and above levels grew from 17% (Associate Vice Provosts, Deans and Associate Deans) to 90% (President).

When we compare the salary growth figures of PSU Faculty to those of PSU Administrators at the Assistant Dean and above level over the decade, it is clear that the Administrators' salaries have stayed well above inflation, while Faculty salaries have not.

PSU Faculty Salaries Compared to Peer Institutions

Within the Oregon University System, average annual PSU Faculty salaries²³ are the lowest of the three highest enrollment public doctoral level institutions for all faculty ranks as can be seen in Table 18.

PSU faculty salaries are also well below national averages, and below average faculty salaries at peer doctoral level universities. This table also shows that except for the average salary of Associate Professor at the University of Wisconsin-Milwaukee and the University of Memphis, and the average Assistant Professor salary at Western Michigan University, average faculty salaries at PSU rank last among peer doctoral level institutions.

Table 18				
PSU Faculty Salaries vs Peer Institutions’*				
Average Annual Salaries** by Faculty Rank – 2011				
Institution	Average Faculty Salaries by Rank			
	Professor	Associate Professor	Assistant Professor	Instructor
George Mason University (Virginia)	\$130,900	\$85,400	\$71,000	\$59,000
University of Illinois, Chicago	\$129,200	\$89,100	\$77,600	\$60,000
University of Toledo (Ohio)	\$106,800	\$83,000	\$68,600	\$54,600
University of Texas, Arlington	\$106,500	\$80,000	\$72,500	----
Western Michigan University	\$99,700	\$75,000	\$59,500	\$47,400
University of Memphis (Tennessee)	\$102,100	\$72,300	\$61,700	\$42,200
University of Wisconsin, Milwaukee	\$95,600	\$71,200	\$67,700	\$50,100
Portland State University	\$92,800	\$73,600	\$60,300	\$41,700
Oregon State University, Corvallis	\$99,900	\$77,800	\$71,600	\$45,000
University of Oregon	\$112,300	\$79,600	\$74,000	\$47,700
National Averages***	\$120,955	\$82,777	\$71,465	\$47,207

*Average Annual Salaries as reported in: *2011-12 Report on the Economic Status of the Profession*, Academe, March-April 2012, AAUP. (Based on the annual survey of American Colleges and Universities by the American Association of University Professors.)

**Average annual salaries rounded to nearest \$100.

***. For more national data see Appendix IV.

Appendix IV lists national average annual salary for full-time faculty, by category, affiliation, academic rank and type of institution for 2011-12. From this listing it can be seen that average salaries for Full and Associate Professors at PSU are closer to the average salaries for those ranks at master’s level universities than for

the same ranks at doctoral universities. Average salaries for PSU Assistant Professors fall just below those at Master's level institutions, and instructors' average salaries are nearly \$5,000 below average salaries at Baccalaureate only colleges. Even as PSU's President's salary is above the national median for University Presidents, purportedly to meet competition, PSU faculty salaries remain far from competitive.

Not all Faculty members and not all Administrators at the same ranks are paid equally. Appendix V compares the 40 highest paid administrative positions to the 40 highest paid faculty and staff in the bargaining unit.

Salary matters. It tells employees how they are valued and when they see their institution is doing its best to pay them well, most of them are motivated to do their best job for both students and service to their institution. Like public universities across the country PSU suffers from the trend of disinvestment in annual state budget appropriations for higher education. According to the Spring 2013 issue of *Academe*, the change in state appropriations for higher education in Oregon fell by just over 26.6% from 2008 to 2011, the years of the "Great Recession," and the slow and weak economic recovery that followed. This is more than the national average decline of 18.4%.²⁴ (To see how Oregon fares relative to other states see Appendix VI.)

To meet the drops in state funding Oregon's universities including PSA, like other public universities across the country, were allowed to raise student tuition. In 2012 "for the first time in higher education, net tuition brought in more revenue than did state and local appropriations at the average public research and master's institutions."²⁵ This is a sea change for higher education in the US where in the past and with tax revenue support public universities played an enormous role in producing the world's best educated and most highly skilled workforce, not to mention social, economic, and technologic innovations.

Also like universities across the country, PSU adopted a spending reduction policy of increasingly substituting lower-paid contingent faculty members for

higher paid tenure track faculty members evident in the 41% increase in number of Instructors and 171% increase in number of Senior Instructors over the 2002 to 2012 decade. PSU also compensated for lower state funding by offering lower starting salaries and smaller annual salary increases for tenure track faculty, most dramatically evident in how low average annual PSU Tenure Track Assistant Professor salaries are when compared to peer institutions. These Tenure Track entry level salaries operate to maintain low salaries at all ranks even after raises upon promotion to Tenured status.

This report set out to analyze how PSU allocates its resources on personnel and salaries. At PSU it appears that while enrollment and tuition grew, faculty size was increased at a rate too slow to overcome increases in student/faculty ratios. Faculty salaries were also virtually stagnant in the decade ending in 2012. Meanwhile, the size of the administration grew, but most importantly executive level administrators' salaries increased significantly compared to both inflation and faculty salaries. The data in this report indicate an Administration that prioritizes and in the face of state budget cuts protects its own salaries over those of the faculty.

Appendices

Appendix I: Comparison of Student Headcount and Student FTE Enrollment for PSU, OSU and UO with percent change for the decade

Student Headcount and Student FTE Enrollment for PSU, OSU and OU* (2002–2012)							
<i>Fall Student Headcount</i>				<i>Student FTE Enrollment</i>			
Year	PSU	OSU	UO	Year	PSU	OSU	UO
2002	21,841	18,774	20,044	2002	17,491	18,435	20,334
2003	23,117	18,974	20,034	2003	17,965	18,470	20,481
2004	23,486	19,159	20,339	2004	18,204	18,488	20,862
2005	24,015	19,236	20,394	2005	18,719	18,549	20,695
2006	24,284	19,753	20,388	2006	18,927	18,581	20,421
2007	24,999	19,753	20,376	2007	19,213	18,656	20,361
2008	26,587	20,320	21,507	2008	20,764	19,220	21,679
2009	27,942	21,969	22,386	2009	22,124	20,863	22,635
2010	28,958	23,761	23,389	2010	22,601	22,527	23,716
2011	28,958	24,977	24,447	2011	23,369	23,444	24,341
2012	28,731	26,393	24,591	2012	22,403	23,566	24,543
%Growth 2002 to 2012	32%	41%	22%	%Growth 2002 to 2012	28%	28%	21%

*Source: Oregon University System: Facts and Figures 2012, “Fall Headcount, Actual and Projected 2001-02 through 2020-21. pg. 11. (www.ous.edu).

Appendix II: PSU Tuition and Fees for 25 years, Actual & Inflation Adjusted (in 2012 dollars), 1987 – 2012.

PSU Tuition and Fees, Actual and Inflation Adjusted (in 2012 dollars) 1987-2012				
Year	Actual PSU Tuition and Fees	Annual Percent Change	Inflation Adjusted PSU Tuition & Fees in 2012 \$'s	Annual Percent Change for Inflation Adjusted
2012	\$7,653	-1.4	\$7,653	-3.50
2011	\$7,764	8.9	\$7,928	5.20
2010	\$7,130	5.4	\$7,538	3.30
2009	\$6,764	10.0	\$7,299	10.70
2008	\$6,147	6.6	\$6,591	2.50
2007	\$5,765	10.6	\$6,432	7.60
2006	\$5,210	5.0	\$5,980	1.80
2005	\$4,961	4.2	\$5,877	0.70
2004	\$4,761	0.1	\$5,839	-2.50
2003	\$4,758	15.4	\$5,986	12.80
2002	\$4,125	10.9	\$5,306	9.40
2001	\$3,720	7.3	\$4,851	4.40
2000	\$3,468	0.9	\$4,646	-2.50
1999	\$3,438	2.4	\$4,765	0.20
1998	\$3,357	0.4	\$4,757	-0.90
1997	\$3,342	5.0	\$4,799	2.70
1996	\$3,183	4.0	\$4,672	1.10
1995	\$3,060	8.3	\$4,623	5.30
1994	\$2,826	6.3	\$4,390	3.70
1993	\$2,658	4.7	\$4,233	1.80
1992	\$2,538	20.3	\$4,156	17.00
1991	\$2,109	21.8	\$3,554	17.10
1990	\$1,731	8.9	\$3,035	3.40
1989	\$1,590	2.9	\$2,934	-1.80
1988	\$1,545	4.7	\$2,989	0.70
1987	\$1,476		\$2,969	

Sources:

- For 2001 through 2011 price data are from OUS Factbook 2011 and may be viewed at [http://www.ous.edu/sites/default/files/dept/ir/reports/fb2010/2011 Facts and Figures_0.pdf](http://www.ous.edu/sites/default/files/dept/ir/reports/fb2010/2011_Facts_and_Figures_0.pdf).
- For 1987 through 2000 price data are reprinted from the U.S. Department of Education's 2012-2013 and 2011-2012 IPEDS Survey and may be viewed at <http://www.collegecalc.org/colleges/oregon/portland-state-university/#.UmWfMrYkDPw>.
- For 2012 tuition and fees costs were calculated using the schedules published at www.pdx.edu/financial-services/tuition-fees for 15 credits per term times three terms for resident undergraduates.

Appendix III: Examples of Academic Professional (Unclassified, non-Teach/Research, No Rank) Job Titles.

The following listing offers examples of job titles for Academic Professional employees in the bargaining unit and categorized by HR PSU as No Rank Unclassified non-Teaching.

Instructional Specialist	Intervention Coordinator
Educational Technology Specialist	CEED Data Manager
Clinical Social Worker	Assistant Windows Administrator
Digital Initiatives Librarian	Site Coordinator MSWDO
Assessment Associate	Grad Academic Services Coordinator
Research Associate	MPH Track/Field Coordinator
Faculty Led Program Coordinator	Program Director of Cyberinfra NR
Awards Specialist	Health Sciences Advisor
Academic Advisor	Site Coordinator Advisor
Coordinator Native American Student Services	Alcohol and Drug Clinic Program Specialist
Inclusion Specialist	Associate Staff Attorney
Diversity Director	Financial Aid Counselor
Aquatics and Safety Coordinator	Online Learning Specialist
Fiscal Coordinator	International Internship Advisor
Outdoor Program Coordinator	External Relations Coordinator
Budget Administrator	Business Advisor
Americorps Program Officer	Psychologist
Member Services Coordinator	Director Center for Global Leadership
Coord African American Student Services	Market and Web Development Manager
Director Honors Program	Coordinator Multicultural Center
Events Manager	Credentials and Certification Specialist
Middle East Retention Specialist	Dietician, Student Health Services
International Student Life Advisor	Capstone Program Director
Writing Coordinator	Assistant Coordinator Rec Club
Health Education Program Administrator	Athletic and Student Support Coordinator
Registration Manager	Bilingual Admissions Counselor

Appendix IV: National Average Salary for Full-Time Faculty, by Category, Affiliation, and Academic Rank, and by Institutional Type, 2011-12.

Average Salary for Full-Time Faculty by Affiliation, Academic Rank, and Institutional Type (2011-12)			
Faculty Rank	Public	Private, Independent	Private, Religious
Doctoral Degree University			
-- Professor	\$120,955	\$162,561	\$132,998
-- Associate Professor	\$82,777	\$101,954	\$90,606
-- Assistant Professor	\$71,465	\$89,307	\$76,877
--Instructor	\$47,207	\$61,096	\$63,284
-- Lecturer	\$54,369	\$65,610	\$56,584
Master's Degree Institution			
-- Professor	\$88,940	\$103,094	\$92,047
-- Associate Professor	\$71,025	\$77,359	\$72,095
-- Assistant Professor	\$60,656	\$65,046	\$60,338
--Instructor	\$44,631	\$51,850	\$49,552
-- Lecturer	\$48,327	\$56,745	\$54,104
Baccalaureate Degree College			
-- Professor	\$84,524	\$101,568	\$77,418
-- Associate Professor	\$69,021	\$75,106	\$62,775
-- Assistant Professor	\$57,348	\$61,307	\$53,138
--Instructor	\$46,682	\$49,901	\$44,696
-- Lecturer	\$49,534	\$58,993	\$43,322
Associate Degree College			
-- Professor	\$73,534	n/a	n/a
-- Associate Professor	\$61,141	n/a	n/a
-- Assistant Professor	\$53,534	n/a	n/a
--Instructor	\$46,786	n/a	n/a
-- Lecturer	\$45,894	n/a	n/a
This Table is reprinted from http://www.insidehighered.com/news/2012/04/09/aaup-releases-faculty-salary-data			

Appendix V: Forty Highest Paid PSU Administrators and Faculty & Staff (2012)

Administrators (not in Bargaining Unit)			Faculty and Staff in Bargaining Unit	
1	President	\$368,100	Professor, Tenured, EEN	\$200,520
2	Provost & Vice President OAA	\$283,128	Professor, Tenured, CMP	\$187,916
3	Vice President, RSP	\$269,292	Professor, Tenured, CMP	\$177,165
4	Vice President FADM	\$266,820	Associate Professor, Fixed Term, CHE	\$176,898
5	Vice President for University Relations	\$245,100	No Rank, Fixed Term, Psych Svc Ofc	\$173,858
6	Director, SHAC	\$242,496	No Rank, Fixed Term Psych Svc Ofc	\$173,858
7	Dean, Engineering & Applied Sciences	\$234,912	Professor, Tenured, EMP	\$169,794
8	Dean, School of Business Admin	\$217,560	Professor, Tenured, PAD	\$169,282
9	Vice Provost, Budget Planning & Intl	\$206,532	Professor, Tenured, CMP	\$160,416
10	Assoc Prof/Associate Dean, EAS	\$201,888	No Rank, Fixed Term, Dental Svc Ofc	\$152,680
11	Dean, School of Social Work	\$200,004	No Rank, Fixed Term, Dental Svc Ofc	\$152,676
12	Dean, Liberal Arts & Sciences	\$198,204	Professor, Tenured, CMP	\$152,127
13	Chief Diversity Officer	\$193,500	Professor, Tenured, CEN	\$149,508
14	Vice President, OSA	\$187,128	Assistant Professor, Fixed Term, CMP	\$148,464
15	Director, Student Health Services	\$185,880	Professor, Tenured, EEN	\$146,304
16	Dean, Urban & Public Affairs	\$184,296	Professor, Tenured, CMP	\$145,836
17	Dean, School of Education	\$172,920	Professor, Tenured, SBA	\$145,836
18	Head Coach, Football	\$172,500	Professor, Tenured, CHE	\$145,833
19	Associate Vice Pres for StratPartner	\$171,744	Professor, Tenured, CMP	\$144,915
20	Department Chair, CMP	\$168,168	Professor, Tenured, CMP	\$141,687
21	Vice Provost, Acad Personnel & Lead	\$167,316	Professor, Tenured, SBA	\$139,986
22	Special Asst to Pres & Chief of Staff	\$166,572	Assoc Professor, Tenure Track, SBA	\$139,185
23	General Counsel	\$166,572	Assistant Professor, Tenure Track, SBA	\$139,185
24	Dean, FPA	\$166,344	Professor, Tenured, JUS	\$138,132
25	Dept. Chair, Enginrg&Tech Mgt	\$161,856	No Rank, Fixed Term, Stdnt Health Svc	\$137,412
26	Associate Dean, SBA	\$160,524	Professor, Tenured, SBA	\$136,809
27	Associate Dean of Faculty, SBA	\$158,712	No Rank, Fixed Term, Stdnt Health Svc	\$135,345
28	Associate Vice President for Research	\$157,488	Assoc Professor, Tenured, SBA	\$135,126
29	Associate Vice President, HRC	\$156,156	Professor, Tenured, PSY	\$134,556
30	Assistant Vice President for Budget	\$156,156	Professor, Tenured, CMP	\$131,229
31	Interim Associate Vice Pres, OIT & CIO	\$155,664	Professor, Tenured, CMP	\$129,096
32	Department Chair, PHE	\$149,088	Assistant Professor, Tenure Track, LAS	\$127,341
33	Assoc Vice Prov, AcadInnov&StdtSccss	\$149,040	PROFESSOR, Tenured, PHY	\$126,981
34	Dean, University Library	\$148,620	Sr. Research Assoc, Fixed Term, CMP	\$126,016
35	Department Chair, EEN	\$143,496	Assoc Professor, Tenure Track, SBA	\$125,793
36	Department Chair, CEN	\$143,028	Professor, Tenure Track, SBA	\$125,658
37	Athletic Director	\$142,320	Professor, Tenured, SBA	\$125,523
38	Program Director, INT	\$142,308	Professor, Tenured, SBA	\$125,109
39	Director RRI/ Professor	\$139,020	Assistant Professor, Tenure Track, LAS	\$124,245
40	Assoc Vice Provost, Spec Projects NR	\$138,072	Assistant Professor, Tenure Track, SBA	\$123,732

Appendix VI: Change in State Appropriations to Higher Education, Fiscal Years 2008 and 2013

State	% Change in Appropriations	State	% Change in Appropriations	State	% Change in Appropriations
Alabama	-34.5	Massachusetts	-28.8	South Dakota	-12.5
Alaska	11.9	Michigan	-28.2	Tennessee	-18.8
Arizona	-42.0	Minnesota	-24.7	Texas	-7.4
Arkansas	-5.8	Mississippi	-19.1	Utah	-15.7
California	-30.4	Missouri	-16.6	Vermont	-11.3
Colorado	-21.6	Montana	-5.9	Virginia	-17.4
Connecticut	-15.4	Nebraska	-8.2	Washington	-29.0
Delaware	-18.5	Nevada	-30.3	West Virginia	-11.2
Florida	-31.3	New Hampshire	-41.1	Wisconsin	-12.9
Georgia	-14.8	New Jersey	-15.5	Wyoming	21.0
Hawaii	-15.3	New Mexico	-28.1	Total (50) States	-18.4
Idaho	-19.8	New York	-6.0	<p>*Table copied from Academe, March-April 2013, p. 16. <u>Note:</u> State appropriations are adjusted for inflation using the December national Consumer Price Index for All Urban Consumers. <u>Source:</u> State appropriations from Center for the Study of Education Policy, Illinois State University, <i>Grapevine</i>, FY 2012-13, table 1.</p>	
Illinois	10.7	North Carolina	-2.4		
Indiana	-6.7	North Dakota	23.9		
Iowa	-17.6	Ohio	-18.4		
Kansas	-15.9	Oklahoma	-18.3		
Kentucky	-18.3	Oregon	-26.6		
Louisiana	-37.0	Pennsylvania	-25.2		
Maine	-10.9	Rhode Island	-21.5		
Maryland	-5.1	South Carolina	-28.8		

Appendix VII: Methodology Notes

The data sets used in this report to determine numbers of faculty members and administrators and their salaries are publicly available, produced annually and issued in November or December by the Human Resources Department (HR) of Portland State University (PSU). Specifically, these data sets contain the following information for all PSU employees: name, employee class and type,²⁶ monthly salary, full time equivalency (FTE), job title, and department or unit of assignment. For the years 2006 through 2011 this information was available from PSU's library, and also sent directly by the PSU-HR to the AAUP-PSU. For the years 2000 through 2005, PSU reference and special collections librarians reported to the researchers that the data had been discarded from the library files. The data was made available to the researchers through a formal request made to the PSU HR by the AAUP-PSU. Data for the year 2012 on administrators was formally requested by the AAUP-PSU and submitted in a different format than for previous years by the PSU HR. It did not include names. 2012 data on faculty came from the HR generated listing of faculty and staff in the bargaining unit. Finally, we also cross-referenced with the data supplied directly to the AAUP-PSU specifically for the faculty and Academic Professional staff in the bargaining unit.

We also consulted the PSU Office of Institutional Research and Planning (OIRP), specifically their webpages titled Stats & Facts, Statistical Portrait for the years relevant to this study, in order to sort who on the salary lists provided by HR was part of the administration prior to 2012. We did this cross-referencing because in some cases individuals appeared on the HR salary list with both an administrator and a faculty job title. Other individuals whose job title seemed to indicate they were definitely faculty were assigned a UX or UU code in the HR salary listing. These codes seemed to otherwise be reserved for administrators. The reverse was also true: we found some individuals whose job titles seemed to be administrative but who were coded by HR as UP, a code otherwise apparently reserved for teaching and research faculty. If an employee was listed in the OIRP reports as an Officer of Administration, we counted that person as a member of the administration regardless of the HR code assigned to that employee in the HR annual salary lists.

Information presented on students, tuition and fees, and projected student budgets was drawn directly from the Oregon University System Factbook, 2011. Findings on student-faculty ratios and student-administrator ratios used data about students available from the PSU OIRP website, but used counts of faculty members and administrators based on the HR-provided annual salary listings. Such ratios are also reported by the U.S. Department of Education and the AAUP based on data provided by PSU. They are somewhat more favorable than the ratios

reported in this study. We hypothesize that the differences arise from differences in who is counted as faculty and who is counted as administration.

To analyze numbers and salaries of administrators we faced the dilemma that over the 12 years of the study period the administration has experienced changes in leadership and apparent reorganization resulting in inconsistencies in administrator job titles over the years. We consulted the OIRP Statistical Portraits, which lists the “Officers of Administration” of the university. We compared individuals and job titles on this list to the annual HR salary records for each year. From this comparison we were able to see ways in which some position titles were probably changed over the years, viz, Special Assistant to the President and Director appear to have been transformed into Chief of Staff, Associate Vice President or the like.

In the small number of cases when a person did not appear as an Officer of Administration, but did appear in the salary listing as an Assistant Dean, Assistant Provost, Assistant Vice President, Chief, or above, we included that person in the administration.

All HR-provided data was screened for duplicate listings of individuals and many duplicates were found. Salaries for individuals listed more than once with each listing less than 1.0 FTE were calculated by multiplying the FTE level by the annual salary corresponding in the same line, then adding the amounts for each FTE level and dividing that sum by the total of the FTE’s.

[example: $.75 (\$34,750) + .20(\$36,000) = (\$26,062.50 + \$7,200) = \$33,262.50 / .95 = \$35,013.16$]

These individuals with apparently two assignments at the same or different FTE’s and the same or different salary levels for each assignment were counted only once at their summed FTE and with the salary calculated as described.

All salaries of bargaining unit employees are annual and rounded to the nearest full dollar amount. Salaries are not corrected for FTE assignment, but are reported as the base 1.0 annual salary. No adjustments are made for 12-month vs 9-month appointments.

Salaries are inflation-adjusted and reported in 2012 dollars. Source: BLS, real price calculation using 2012 base/current * nominal price; CPI- (US city annual average).

Graduate Research Assistants and Emeritus Faculty members listed in the bargaining unit data were not included in this analysis.

The University Librarian was listed among Deans for all years. In 2012 this position was retitled to be Dean of University Library.

Among Administrators all salaries for positions listed as less than 1.0 FTE are adjusted to 1.0 FTE levels. Less than 5% of administrators were listed at less than 1.0 FTE in any year.

Appendix VIII: Inflation Adjusted, Median Annual Faculty Salaries

Median Salaries Tenured and Tenure Track Faculty					
Tenured			Tenure Track		
Year	Professor	Associate Professor	Professor	Associate Professor	Assistant Professor
2002	\$88,260	\$70,417	\$117,325	\$67,839	\$58,119
2004	\$87,093	\$68,663	\$116,491	\$69,347	\$58,831
2005	\$83,522	\$63,598	\$105,300	\$76,401	\$57,287
2006	\$88,364	\$68,261	\$109,127	\$72,656	\$60,018
2007	\$86,828	\$65,962	\$96,562	\$64,886	\$58,787
2008	\$88,730	\$65,875	\$94,658	\$73,724	\$58,824
2009	\$90,679	\$69,139	\$99,832	\$78,516	\$59,707
2010	\$86,938	\$66,113	*	\$75,005	\$55,847
2011	\$86,444	\$66,848	*	\$75,004	\$56,133
2012	\$91,274	\$68,256	*	\$74,227	\$59,805

*Fewer than five positions.

Median Salaries of Fixed Term Faculty and Staff										
Year**	Prof- essor	Assoc. Prof- essor	Ass't. Prof- essor	Senior Inst- ructor	Instruct	Senior Resrch Assoc	Resrch Assoc	Senior Resrch Ass't	Resrch Ass't	Acad. Profes- sional
2002	\$115,273	\$77,470	\$55,027	\$46,127	\$42,470	*	*	\$57,188	\$47,364	\$50,853
2004	\$110,356	\$73,574	\$54,313	\$45,610	\$39,605	*	\$50,631	*	\$45,422	\$48,667
2005	\$95,815	\$69,339	\$52,661	\$43,113	\$37,831	*	\$45,085	*	\$42,639	\$46,663
2006	\$99,318	\$73,562	\$55,835	\$45,721	\$37,984	*	\$51,588	\$52,339	\$42,739	\$48,124
2007	\$88,459	\$72,227	\$51,552	\$44,895	\$38,318	\$69,180	\$53,309	\$47,831	\$41,491	\$47,650
2008	\$83,368	\$72,914	\$53,600	\$45,226	\$38,026	\$76,625	\$53,600	\$48,815	\$42,814	\$47,259
2009	\$96,733	\$74,070	\$54,664	\$46,282	\$38,689	\$60,037	\$55,224	*	\$45,317	\$48,055
2010	\$97,736	\$69,512	\$52,100	\$43,514	\$35,190	\$75,720	\$52,201	\$47,519	\$42,684	\$45,432
2011	\$97,736	\$68,004	\$54,801	\$43,947	\$36,675	\$69,952	\$54,295	\$46,957	\$42,684	\$46,608
2012	\$102,249	\$70,748	\$54,000	\$45,216	\$38,043	\$78,336	\$57,036	\$49,475	\$44,748	\$46,848

*Fewer than five positions.
**Faculty salary data provided by HR for 2003 was incomplete and not used for this analysis.

Endnotes

¹ There was a decline of 227 in total number of students from mid-2011 to November 2012, the first drop in enrollment in the decade.

² Percentage increases calculated from tuition and fees reported in the Oregon University System: Facts and Figures 2012, "Annual Tuition and Fee Rates for Full-Time Students 2001-02 through 2011-12. pg. 78. (www.ous.edu). Tuition and fees include tuition, and universal resource, building, incidental, health services, and recreation center fees.

³ For the federal government's perspective on the student loan crisis the reader is referred to *Private Student Loans: Report to the Senate Committee on Banking, Housing and Urban Affairs* (and other Senate and House committees and subcommittees), jointly issued by the U.S. Department of Education and the Consumer Financial Protection Bureau, August 29, 2012. A summary of this report was published by the New York Times: *Report Details Woes of Student Loan Debt* by Catherine Rampell, New York Times, July 20, 2012. As part of the NYT's continuing coverage of the issue and the mounting debt see *Student Loans*, New York Times, Time Topics, November 28, 2012, topics.nytimes.com.

⁴ The NEA Almanac for Higher Education is a source for historical and current analysis of the impact of economic cutbacks on faculty at institutions of higher education. See, for example, Faculty Salaries: 2010-2011, by Suzanne Clery, The NEA 2012 Almanac of Higher Education, www.nea.org/home/51230.htm.

⁵ See, for example, The Troubling Dean-to-Professor Ratio, by John Hechinger, Bloomberg Businessweek, November 12, 2012, which profiles Purdue University. For an example of precipitous administration bloat see How Does FIU Spend Its Money? FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2008-09, by Bruce Nissen and Yue Zhang, Research Institute on Social and Economic Policy, Center for Labor Research and Studies, Florida International University, April 2009, www.uff-fiu.org/doc/How_Does_FIU_Spend_Its_Money.pdf.

⁶ *College Costs Too Much Because Faculty Lack Power*, by Robert E. Martin, The Chronicle of Higher Education, August 5, 2012. <http://chronicle.com/article/College-Costs-Too-Much-Because/133357/>.

⁷ Calculations presented in this study may differ from information presented in other data sources on numbers and salaries of faculty members and administration due to how employees are classified and into which categories they are counted. This study takes a conservative approach to categorizing employees, the rationale of which is explained in Appendix VIII. This study, for example, does not include chairs of departments with their subsidized salaries as faculty members, even though they frequently teach, whereas it is not clear how the university categorizes them when reporting to the OUS or the US Department of Education, or responds to the annual AAUP survey. Such possible differences may explain all or part of the reason that this study finds somewhat different counts, salaries and ratios than reported in other sources.

⁸ The lead researcher for this study is Carol Dutton Stepick, recently retired Research Coordinator; she was assisted by Bernardo Oseguera and Ali Bustamante, Research Associates. RISEP's website address is <http://www.risep-fiu.org/>.

⁹ Reflections upon entering my fifth year at PSU, From the President, Portland State Magazine, Fall 2012. Pg. 2.

¹⁰ Headcount enrollment represents the number of individual students enrolled in credit courses, regardless of course load. www.ous.edu (Factbook 2012, pg. 9).

¹¹ Student headcounts for 2001 through 2011 as shown in Table 1 and graphed in Graph 1 are taken directly from Oregon University System: Factbook 2012, pg. 13.

(http://www.ous.edu/sites/default/files/dept/ir/reports/fb2010/2012_Fact_Book.pdf). Interested readers may use this publication also to see projected student headcounts for 2012 through 2020-21.

¹² According to the OUS Factbook 2012 student full-time equivalent (FTE) translates credit into enrollment, showing how many students it would take to produce the total credit-bearing activity of a campus if each student took exactly a fulltime load. Calculation of the student full-time equivalent varies depending on the level of the student. The full-time equivalent for an undergraduate is assumed to be 15 term credit hours (or 45 annual credit hours). For master's and professional level students, the divisor is 12 term credit hours (36 annual credit hours), and for a doctoral student, it is 9 term credit hours (27 annual credit hours). www.ous.edu (Factbook 2012, pg 9.)

¹³ Percentage increases calculated from tuition and fees reported in the Oregon University System: Facts and Figures 2012, "Annual Tuition and Fee Rates for Full-Time Students 2001-02 through 2011-12. pg. 78. (www.ous.edu). Tuition and fees include tuition, and universal resource, building, incidental, health services, and recreation center fees.

¹⁴ *College Students Catch a Break*, by Betsy Hammond. The Oregonian, Saturday, October 5, 2013. P A1.

¹⁵ http://www.ous.edu/sites/default/files/dept/ir/reports/fb2010/2012_Fact_Book.pdf, pg 77.

¹⁶ Contrary to the norm at many universities, Portland State University has a number of non-tenured, but tenure-track Professors and Associate Professors.

¹⁷ Ratios were calculated by dividing the total headcount of students into the total headcount of teaching faculty. This includes part-time and full-time students and part-time faculty with .5 FTE or greater assignments. The student-to-faculty FTE ratios were calculated by dividing the total annual number of faculty full time equivalencies by the number of student full time equivalencies.

¹⁸ <http://colleges.usnews.rankingsandreviews.com/best-colleges/portland-state-university-3216>

¹⁹ Salaries were corrected for inflation using standard conversion values for the Portland area issued for cities and regions by the Bureau of Labor Statistics for US cities.

²⁰ <http://psuvanguard.com/feature/pres-wiewel-gets-a-raise/>

²¹ (<http://chronicle.com/article/Public-Pay-Landing/131912>). Also reported in a CNN Wire article: Blake Ellis, Ex-Penn State President Tops Highest Paid List, CNN Wire, May 12, 2013.

²² To compare compensation for PSU administrators' positions (other than the President) to national salary medians the reader is referred to a comprehensive listing of "Median Salaries of Senior College Administrators by Job Category and Type of Institution for 2010-11" at <http://chronicle.com/article/Median-Salaries-of-Senior/126455/>.

²³ The average annual salaries reported by PSU to the AAUP survey are higher than the average salaries calculated in this study based on monthly salaries as supplied by the PSU HR. We can only speculate that the data reported to the AAUP survey includes some individuals that this study classified as administration, such as Chairs or Academic Directors, whose salaries on average are relatively higher and may be for more than nine months.

²⁴ Curtis, John W. and Saranna Thornton, *The Annual Report on the Economic Status of the Profession 2012-13. Academe*, March-April 2013. P 16.

²⁵ Desrochers, Donna M. and Rita J. Kirshstein, *College Spending in a Turbulent Decade: Findings from the Delta Cost Project*, (Washington, DC: American Institutes for Research, 2012), 3, <http://www.deltacostproject.org/pdfs/Delta-Cost-College-Spending-In-A-Turbulent-Decade.pdf>.

²⁶ Class refers to an employee's classification as either "unclassified," which includes teaching and research positions and non-teaching administration positions, or "classified," which refers to all other employees notably support staff including librarians. Type refers to either a 12-month or a 9- to 11-month position.