

TO: Fort Wayne Senate
FROM: URPC
SUBJECT: Analysis of Staffing and Budget Data
DATE: 28 MAR 2012

This report is necessarily preliminary. It includes relevant data about IPFW staffing levels and budget realities. It is preliminary because there are more data that need to be gathered and analyzed. Overall trends are broadly supported by the data available.

1. **CHARGE.** The Executive Committee charged the URPC to analyze university data and report to the Senate concerning the budget process in time for that report to be considered by the upper administration. These data included both budgetary and staffing reports. The data reveal a very real revenue shortfall for this fiscal year. Because it is not easy to create new revenue streams quickly, the administration must address the shortfall by planning to reduce IPFW expenditures if necessary. The shortfall must be made up by reductions in recurring dollars. It must be noted that there is both a short-term problem and a long-term problem. Short-term, this year's budget must be balanced. Long-term, it is necessary to consider structural and procedural changes to contain costs, while maintaining academic quality, and to increase revenue to keep IPFW fiscally sound.

2. **STAFFING DATA.** It is difficult to get complete, accurate data about staffing. URPC used data from official IPFW Statistical Profiles and public staffing data (available in the library). It is non-trivial to account for positions funded with soft money, and job classifications sometimes change. The Office of Institutional Research is working to reconcile these data. URPC has requested additional data, which the Office of Institutional Research is also working on.

3. **STAFFING TRENDS.** The data suggest some long-term trends in employment at IPFW. We caution that the raw numbers do not provide a complete picture. Some of the growth in administrative positions is directly related to the academic mission, for example in IT Services, CELT, and the Academic Success Center. It is much more difficult to determine the precise impact of much administrative growth on delivering the IPFW mission. This is the primary reason why URPC suggests that every unit at IPFW should undergo a regular, formal review to determine actual costs, needs, and effectiveness, similar to currently conducted academic Program Review.

The single most obvious trend in staffing levels over the last fifteen years has been the growth in administrative positions relative to everything else. Longitudinal data are contained in the documents at the bottom of this report. Below is a snapshot using 1995 and 2011 data from IPFW Statistical Profiles.

<u>Category</u>	<u>1995</u>	<u>2011</u>	<u>% change</u>
Student FTE	6172	9634	56
Regular Faculty (Includes CL)	338	430	27
Tenure/Tenure track Faculty	309	338	9
Administrative positions	161	344	114

In Fall 2011, full-time instructors delivered 52% of the 147,000 credit hours taught at IPFW. Currently approximately 15% of the IPFW full-time faculty are Continuing Lecturers. The Senate mandated limit is 10%. LTL's AND Graduate Teaching Assistants delivered approximately 41%, primarily at the 100 level. LTLs and GAs can neither help students bond with faculty (a key indicator of retention) nor contribute to IPFW's research and outreach missions. We leave to the EPC and other faculty organs to delineate the consequences of the trend in the delivery of credit hours.

It is clear that growth in Tenured/Tenure track faculty over the last fifteen years has been negligible. It is also clear that administrative positions have grown considerably faster than the increase in student FTE. **The Committee views the long-term trend arising from these data as alarming and potentially threatening to the ability of IPFW to maintain academic quality.**

Administration is delivered by three categories of personnel, Management Professionals, Administrative Professional, and faculty. Normally, individuals with Professorial rank who have more than 50% FTE assigned to administrative duties are not counted as faculty (They are listed as faculty in the public staffing data.).

Tenured and tenure-track faculty deliver administration in two ways. First, there are traditional administrative tasks that are clearly in the faculty purview, such as serving as chair of a department. Second, IPFW has functions for which faculty leadership is necessary, such as directing a Center of Excellence, the Honors Program, General Education, or an academic program. These latter amount to an additional approximately 8 FTE of administration, which reduces faculty FTE available to deliver traditional faculty work.

4. **BUDGET TRENDS.** IPFW is projecting a budgetary shortfall for FY 2013 that ranges from approximately \$850K up to \$3M, depending on several variables including student FTE, salary increments, and changes in unavoidable expenses such as gas and electricity. Credit hours generated by IPFW instructors are projected to decrease over the next several years. This is due in part to changes in college-age population, changes in the economy, and the growth of School-based programs. Budget planning includes scenarios from no change in enrollment to a 4% decrease, from a 3% to a 0% salary increment.

Credit hours from (off-campus) School-based programs are expected to rise, both because of mandates from the state, and the advantages of these programs to high school students. These credit hours generate substantially fewer dollars than credit hours delivered either on-campus or on-line. Independent of the

budgetary consideration, there are substantive reasons why it is in IPFW's best interests to deliver these credits.

5. PRELIMINARY CONCLUSIONS AND RECOMMENDATIONS.

a) IPFW must plan for both the short-term budget shortfall and long-term structural changes in the IPFW budget;

b) IPFW must establish policies for handling the budget shortfall that are consistent with the IPFW mission;

c) An immediate freeze in the creation of new administrative positions is the best way to stem any growth in short-term personnel costs. Too, such a freeze allows the IPFW administration time to implement more stringent procedures for determining the institution's current administrative needs;

d) Efforts must be made to increase tenure track positions to maintain the academic quality of the institution;

e) IPFW must plan for long-term changes in its financial picture and still achieve the mission of the university. This planning should include seeking new revenue streams, methods of enhancing current revenue streams, seriously streamlining administration, and examining structural changes across all units for improved productivity and increased efficiency in the delivery of or mission. In the spirit of shared governance, URPC will participate in the planning process.

DATA included in this report.

a) 2012 – 2013 budget planning data;

b) Institutional Staff Data Comparison, 1995 – 2011, data from Institutional Profiles;

c) Summary chart of b) above;

d) Institutional Staff Data Comparison, 2007 – 2011, public data;

e) FY 2013 unavoidable budget increases;

f) IPFW on Campus vs. Dual Credit Funding per Student FTE, 2011 – 2013.

2012-13 Budget Planning

	Fee Increase	Salary Increment	Funding Selected Deficits	----- Surplus / Deficit -----			
				On Campus Enrollment/Fee Revenue Adjustment			
				No Change	2.0% Down	3.0% Down	4.0% Down
3.0% Salary Plan	2.5%	3.0%	\$0	(854,322)	(1,907,045)	(2,433,407)	(2,959,768)
Fund Deficits	2.5%	3.0%	\$1,000,000	(1,854,322)	(2,907,045)	(3,433,407)	(3,959,768)
2.0% Salary Plan	2.5%	2.0%	\$0	(139,322)	(1,192,045)	(1,718,407)	(2,451,322)
Fund Deficits	2.5%	2.0%	\$1,000,000	(1,139,322)	(2,192,045)	(2,718,407)	(3,451,322)
1.0% Salary Plan	2.5%	1.0%	\$0	575,678	(477,045)	(1,003,407)	(1,529,768)
Fund Deficits	2.5%	1.0%	\$1,000,000	(424,322)	(1,477,045)	(2,003,407)	(2,529,768)
0.0% Salary Plan	2.5%	0.0%	\$0	1,290,678	237,955	(288,407)	(814,768)
Fund Deficits	2.5%	0.0%	\$1,000,000	290,678	(762,045)	(1,288,407)	(1,814,768)
1% Fee Revenue	\$578,000						
1% Salary Increment	\$715,000						

INSTITUTIONAL STAFF DATA COMPARISON 1995-2011

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
I. FACULTY																	
A. Regular Faculty																	
Professor	53	50	51	52	56	56	56	59	63	67	64	70	69	75	82	82	80
Associate Professor	134	154	161	151	151	138	132	125	119	117	117	118	116	117	124	127	133
Assistant Professor	124	96	96	101	97	105	107	110	115	128	127	133	132	135	133	135	125
Instructor	26	32	28	27	30	35	18	20	29	23	26	17	15	19	20	24	28
Lecturer	1	0	0	0	0	3	20	26	30	30	40	45	46	47	48	58	64
TOTAL	338	332	336	331	334	337	333	340	356	365	374	383	378	393	407	426	430
B. Associate Faculty	311	327	299	294	307	300	301	311	351	384	394	415	397	378	405	401	450
Graduate Aides									65	72	56	80	72	85	106	113	109
II. ADMINISTRATIVE	161	166	169	168	204	204	211	241	251	272	268	281	281	313	325	327	344
III. CLERICAL	171	169	169	166	165	168	171	176	182	187	200	197	204	199	203	200	202
IV. SERVICE	124	120	121	129	133	140	139	144	177	165	198	201	217	199	230	235	230
TOTAL	1105	1114	1094	1088	1143	1149	1155	1212	1382	1445	1490	1557	1549	1567	1676	1702	1765

Professorial Rank	311	300	308	304	304	299	295	294	297	312	308	321	317	327	339	344	338
Administrative	161	166	169	168	204	204	211	241	251	272	268	281	281	313	325	327	344
FTE Enrollment	6,172	6,135	6,115	6,251	6,321	6,419	6,913	7,447	7,600	7,762	7,822	7,905	8,122	8,399	9,240	9,711	9,634
FTE Enrollment/20	308.6	306.75	305.75	312.55	316.05	320.95	345.65	372.35	380	388.1	391.1	395.25	406.1	419.95	462	485.55	481.7

Notes:

Faculty Counts

1. Include librarians, faculty on leave, visiting faculty
2. Exclude administrative with faculty rank >.50 FTE in a school or administrative office;
3. 2005 revised in 2006 to include Labor Studies
4. Exclude Medical Education; open positions approved for recruitment

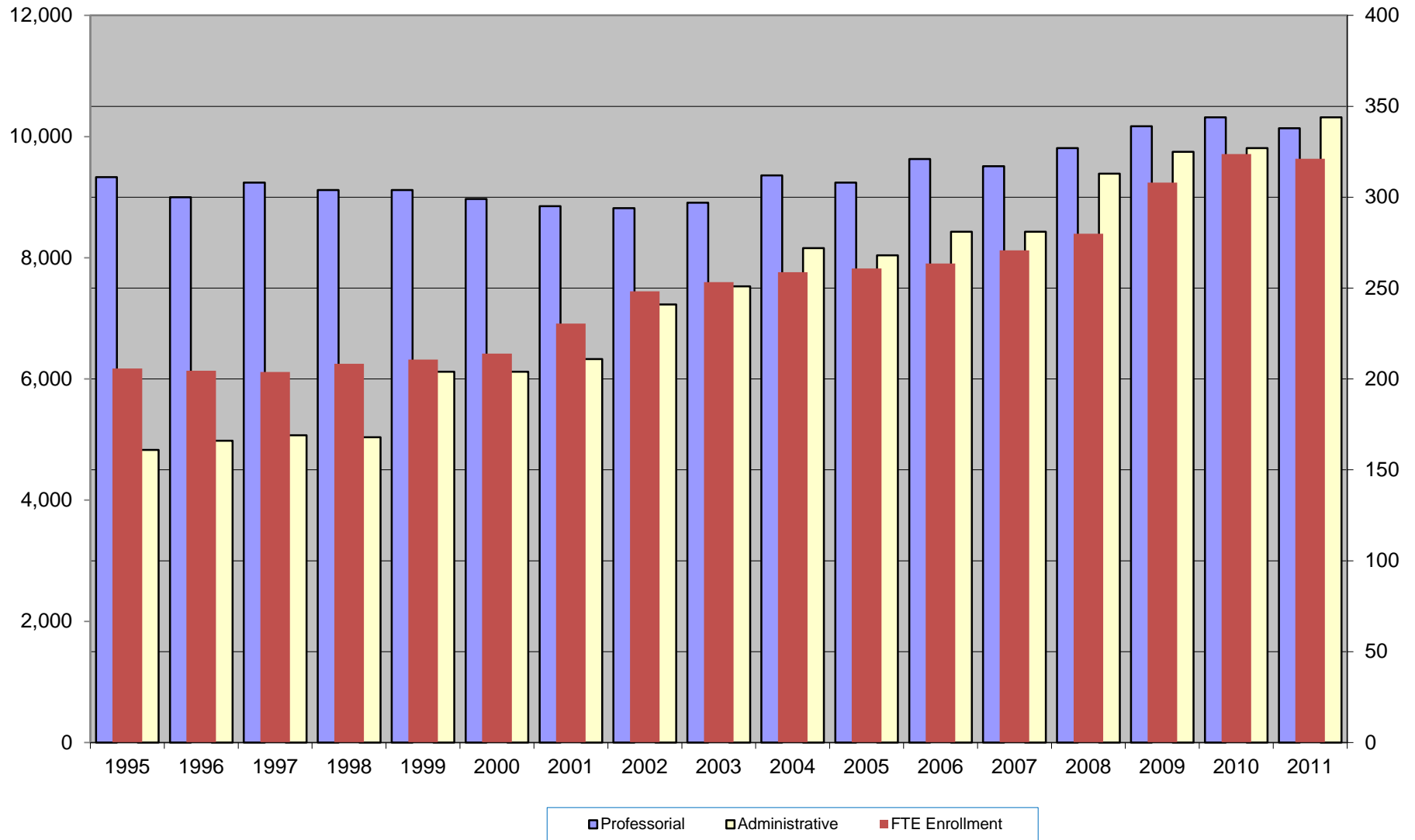
Clerical/Service Counts

1. Until 1999 exclude positions funded by external sources
2. Include temporary staff beginning 2003
3. Exclude Medical Education until 2003; vacant positions

Administrative Counts

1. Include faculty >.50 FTE in a school or administrative office
2. Until 1999 exclude positions <.50 FTE or funded by external sources
3. Exclude Medical Education until 2003; vacant positions

Professorial Rank vs. Administrative - IPFW Statistical Report



INSTITUTIONAL STAFF DATA COMPARISON 1995-2011 - STATISTICAL PROFILE

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
I. FACULTY																	
A. Regular Faculty																	
Professor	53	50	51	52	56	56	56	59	63	67	64	70	69	75	82	82	80
Associate Professor	134	154	161	151	151	138	132	125	119	117	117	118	116	117	124	127	133
Assistant Professor	124	96	96	101	97	105	107	110	115	128	127	133	132	135	133	135	125
Instructor	26	32	28	27	30	35	18	20	29	23	26	17	15	19	20	24	28
Lecturer	1	0	0	0	0	3	20	26	30	30	40	45	46	47	48	58	64
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FTE Enrollment	6,172	6,135	6,115	6,251	6,321	6,419	6,913	7,447	7,600	7,762	7,822	7,905	8,122	8,399	9,240	9,711	9,634

EMPLOYEE DATA COMPARISON 2007-2011 - LIBRARY SALARY DATA

Admin/Prof													182	212	218	211	223
Clerical													194	187	188	189	196
Clin, Res, or NonTT													14	14	14	23	24
Continuing Lecturer													44	45	48	58	63
Faculty+Instructors													319	281	279	294	289
FW-IU Professorial													-	-	52	-	34
Fire/Police													15	15	17	15	16
Mgmt/Prof													54	54	58	59	63
Non-exempt Prof													4	3	3	3	3
Operations/Technical													26	26	35	40	46
Service													131	127	142	142	143
TOTAL - Library Report	-	-	-	-	-	-	-	2186	1780	1897	869	1010	983	964	1054	1034	1100
fte													944.09	922.53	1011.2	995.73	1063.08
TOTAL - Stat Report	794	787	795	794	836	849	854	901	966	989	1040	1062	1080	1104	1165	1188	1206

FY 2013 Unavoidables

Technology Reserve	129,602
Medical Insurance	300,011
Long Term Disability	15,923
Social Security	147,065
Staff Retirement - Defined Contribution	211,437
Staff Retirement - PERF	145,000
Unemployment Compensation	25,000
Staff Dependent Fee Remission	24,000
Police Pension	25,000
Water	77,890
Sewer	98,145
Gas	116,265
Electricity	315,020
Liability Insurance	10,240
Property Insurance	40,000
Debt Service	7,873
Fee Remissions	25,786
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	1,714,257

IPFW On Campus vs Dual Credit Funding Per Student FTE
Based on 2011-13 Funding Formulas

	2011-12 On Campus Credit	2011-12 Priority Dual Credit	Difference
Student Fees			
Rate per Credit Hour	\$250	\$25	
Free and Reduced Rate	n/a	\$0	
Combined Rate at 50%	n/a	\$12.50	
Credits Hours per FTE	30	30	
Student Fees per FTE	\$7,500	\$313	-\$7,188
State Appropriations for Completions			
State Formula Funding per FTE	\$4,675	\$1,500	
Percent of Formula Funded	24%	100%	
State Funding per FTE *	\$1,122	\$1,500	\$378
Total Funding per FTE	\$8,622	\$1,813	-\$6,810

* 2011-12 IPFW Estimated Average State Funding per FTE : \$3,951