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2013

## VCU's Faculty Status Report - January 2013

VCU Office of Faculty Recruitment and Retention

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**Report to the Faculty Senate**

# **The Status of the Faculty**

January 22, 2013

# Faculty Status Report: Overview

Although our overall faculty numbers, percentages and trends are in line with both our peer institutions and national reports, we have a significant uphill road to climb to achieve our aspirational goal to become a premier urban, public research institution

- Support from the state has declined significantly since 2008, yet VCU continues to invest in faculty growth (Excellence Funds, PRQF, etc.)
- Faculty trends are generally positive
  - Increase in T & R and A & P faculty (% of Tenure/TT faculty ahead of national average)
  - Slight increase in female T/TT faculty members (% is above national average)
  - Overall percentage of T/TT minority faculty has increased at VCU (% is slightly higher than peer institution average)
- Although slowly increasing, salaries are not keeping pace with peers or national average

**VCU is committed to the recruitment, retention, and support of talented and diverse faculty, the core of the university's vision.**



- *Quest for Distinction*, Theme I, Goal D. states:
  - *Recruit and retain faculty, staff and senior leadership with the skills and talents to increase the quality teaching and learning, high impact research, and diversity at all levels*
- The second University Level Initiative for 2012-2013 states:
  - Attract, retain, and support a nationally competitive and diverse faculty, and increase the number of diverse university staff who are supported and prepared to deliver high quality service commensurate with the expectations of a premier urban, public research university

## **This commitment has been challenged by significant reductions in state support and relatively low tuition in comparison to other institutions in the Commonwealth.**

- Between FY11 and FY12, VCU experienced a \$41 million reduction in state E&G and federal stimulus funding
- The resulting impact was a \$63.5 million loss in state E&G funding since 2008, about 31% of the university's total revenue
- FY13 E&G support is about \$8 million in new E&G funds, leaving a total deficit since 2008 at approximately \$55.5 million
- Additionally, state pressure has challenged institutions of higher education to keep tuition increases at the level of a cost of living increase, approximately 2.5%

## **This combination of declining state support and low tuition has resulted in increasingly serious resource constraints.**

- Faculty salary levels have remained stagnant over the last five years, and VCU is losing ground to other institutions
- Tenure-track faculty numbers are increasing slowly after a period of stagnation and slow decline
- The student-faculty ratios are increasing in specific disciplines, particularly at the undergraduate level, but not overall
- There is a heavier reliance on adjunct faculty to teach core courses, particularly at the undergraduate level
- There has also been a decline in staff-student ratios for support/administrative personnel

# Defining Faculty: T&R and A&P

Teaching & Research Faculty perform a variety of teaching, research, and service duties in support of the university's mission.

- May hold tenure & tenure track positions
- May occupy collateral positions that are not tenure-eligible
- Require advanced degree or work experience that equates to advanced degree
- Titles: professor, associate professor, assistant professor, instructor, or lecture

Administrative & Professional Faculty positions are directly related to the management of the educational and general activities of the university.

- Appointments normally cover specified time period ( $\leq$  1 Year)
- May hold previously established tenure status
- Require advanced degree or work experience that equates to advanced degree
- Titles: chair, dean, executive director, librarian, HR professionals, etc.



Source: Faculty Salary Administration Guidelines, December, 2009. Office of the Provost and Senior Vice President for Academic Affairs

# Defining Administrative vs Professional Faculty

Administrative Faculty positions are directly related to the management of the educational and general activities of the university.

- Must perform the duties and responsibilities associated with this category 50% or more of the contractual time
- Must regularly exercise discretion & independent judgment
- Generally direct the work of others
- In consultation with HR, the President & Vice Presidents can designate administrative positions reporting to them
- Hold faculty ranking, but carry administrative titles (chair, dean, executive director)

Professional Faculty positions support the professional functions of the university, and their designations are normally limited to librarians, counselors, coaches, lawyers, physicians, dentists, and other professional positions serving education, research, athletic, medical, student affairs, and development functions or activities.

- Involve non-teaching duties and responsibilities 50% of the time
- Require the incumbent to regularly exercise professional discretion and judgment
- Must produce work that is intellectual, varied in character, & should not be standardized.



Source: Faculty Salary Administration Guidelines, December, 2009. Office of the Provost and Senior Vice President for Academic Affairs



# Goldwater Institute 2007 Report

VCU experienced a 75 percent decline in administrative employees per student from 1993 to 2007... declining from 12.0 full-time administrators per 100 students to 3.0 in 2007.

Home » Administrative Bloat at American Universities: The Real Reason for High Costs in Higher Education

## Administrative Bloat at American Universities: The Real Reason for High Costs in Higher Education

Jay P. Greene [Printer-friendly version](#)

**Goldwater Institute Policy Report**  
August 17, 2010

[Like](#) [539 people like this.](#)

### Executive Summary

Enrollment at America's leading universities has been increasing steadily between 1993 and 2007. But unlike almost every other industry, universities have not become more efficient. Instead, universities now have more administrative employees per student. In short, universities have "bloat," expanding the resources devoted to administrative functions at the expense of instruction, research and service.

Between 1993 and 2007, the number of full-time administrators per 100 students declined from 12.0 to 3.0.



## **Despite the loss in state funding and the moderation of tuition rates, VCU has made a significant commitment to recruit talented and diverse faculty over the last three years (2010-2013).**

- In FY11, the university raised tuition by 24% and committed \$11.3 M for faculty recruitment
- In FY12, \$3M was committed to faculty hires through Excellence Funds
- In FY13, \$5.9M was committed to faculty hires through Excellence Funds
- The Office of the Provost has dedicated \$2.3M in additional funds in FY12 to support faculty priority hires, faculty research, and teaching and learning
- Presidential funding to faculty has increased with resources provided to support faculty research through the President's Research Quest Fund (PRQP)

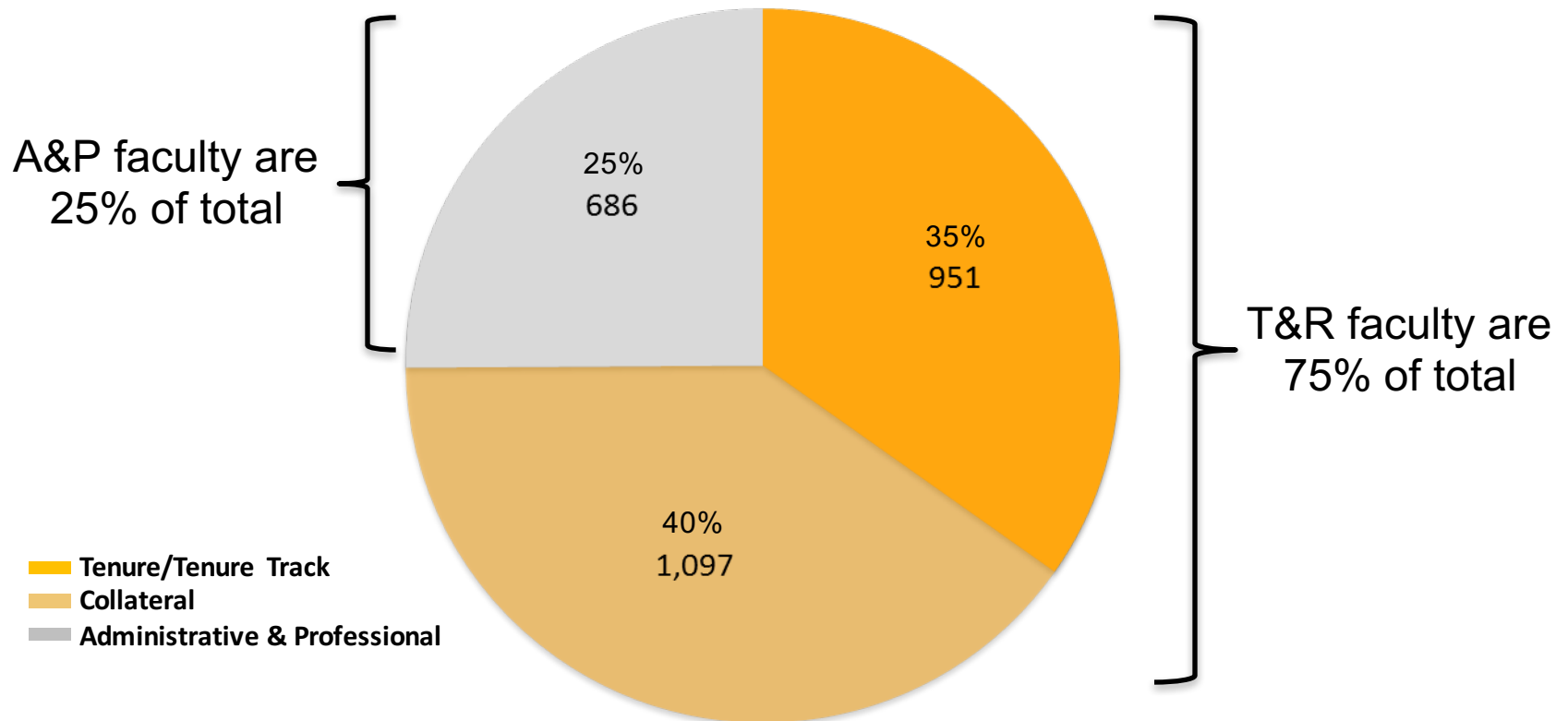
**Over the last three years, T&R faculty numbers have increased from 1,919 in Fall 2009 to 2,048 in Fall 2012, while A&P faculty increased from 588 to 686 in that same period of time.**

	<b>Fall 2009</b>	<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>3-year Change</b>
T&R	1,919	1,990	2,032	2,048	129
A&P	588	605	654	686	98
Total	2,507	2,595	2,686	2,734	227

**This growth is indicative of President Rao's priorities and commitment to faculty.**

# T&R faculty accounted for 75% of VCU's faculty headcount in 2012, a 3:1 ratio to A&P faculty described as ideal.<sup>1</sup>

Faculty Distribution by Type  
2012



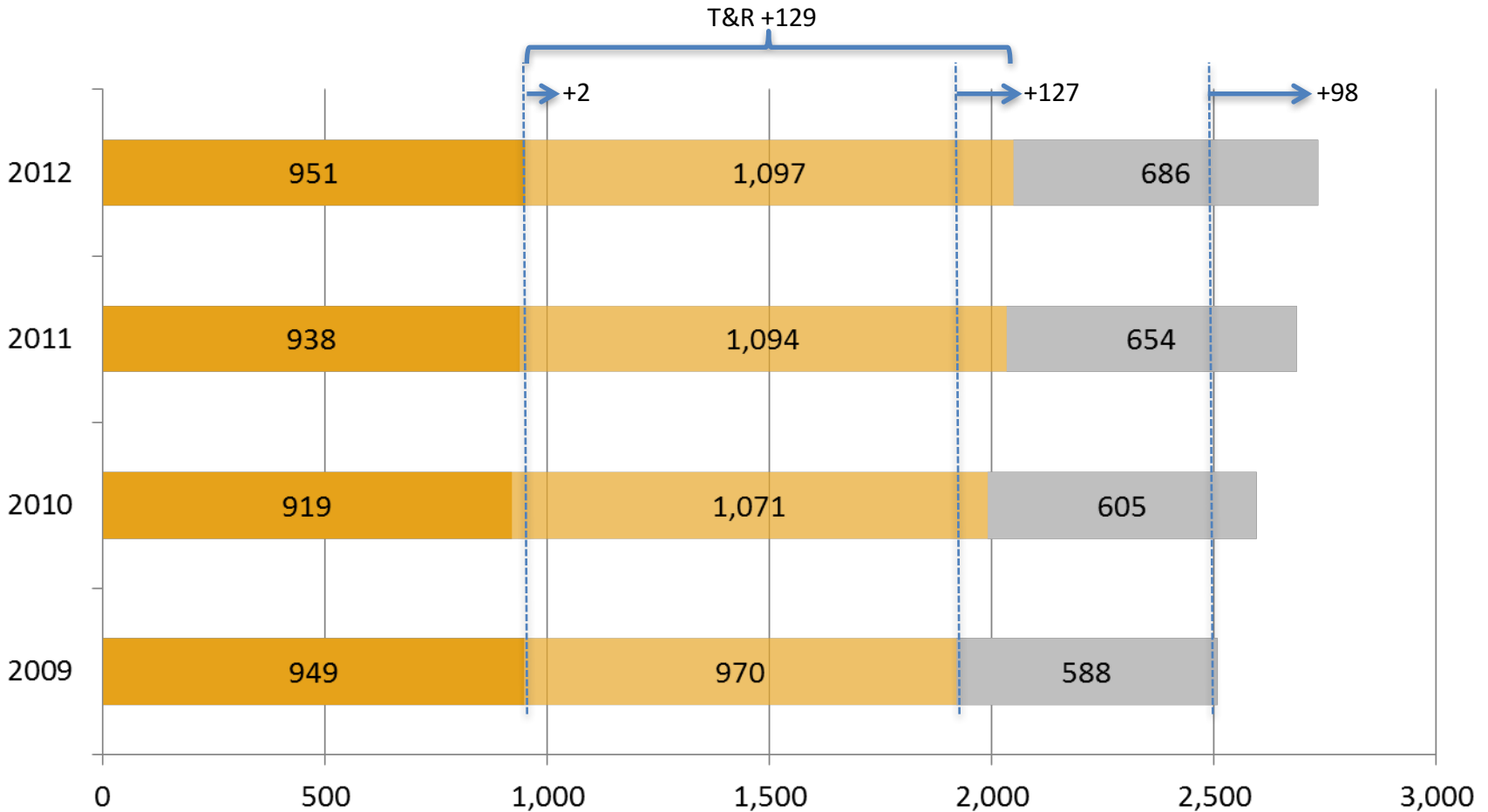
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<sup>1</sup> "Ideal Ratio of Tenure-Track Faculty to Administrators? 3 to 1, Researchers Say", Chronicle of Higher Education, November 22, 2012.

Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

Make it real.

# Faculty headcount has grown over 9% since 2009, with tenure-track on a growth track since a 2009-2010 decline.



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■ Tenure/Tenure Track ■ Collateral ■ Administrative & Professional

Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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## In line with national trends, VCU had 35 % of its faculty in tenure or tenure-track lines in 2012.

- Four-year institutions report 64% of their faculty are not eligible for tenure; as an example, UCSF saw its proportion of non-tenure-track faculty rise from 57% to 67% between 2000 and 2010<sup>1</sup>
- The majority of contingent faculty nation-wide are teaching only or teaching intensive<sup>2</sup>



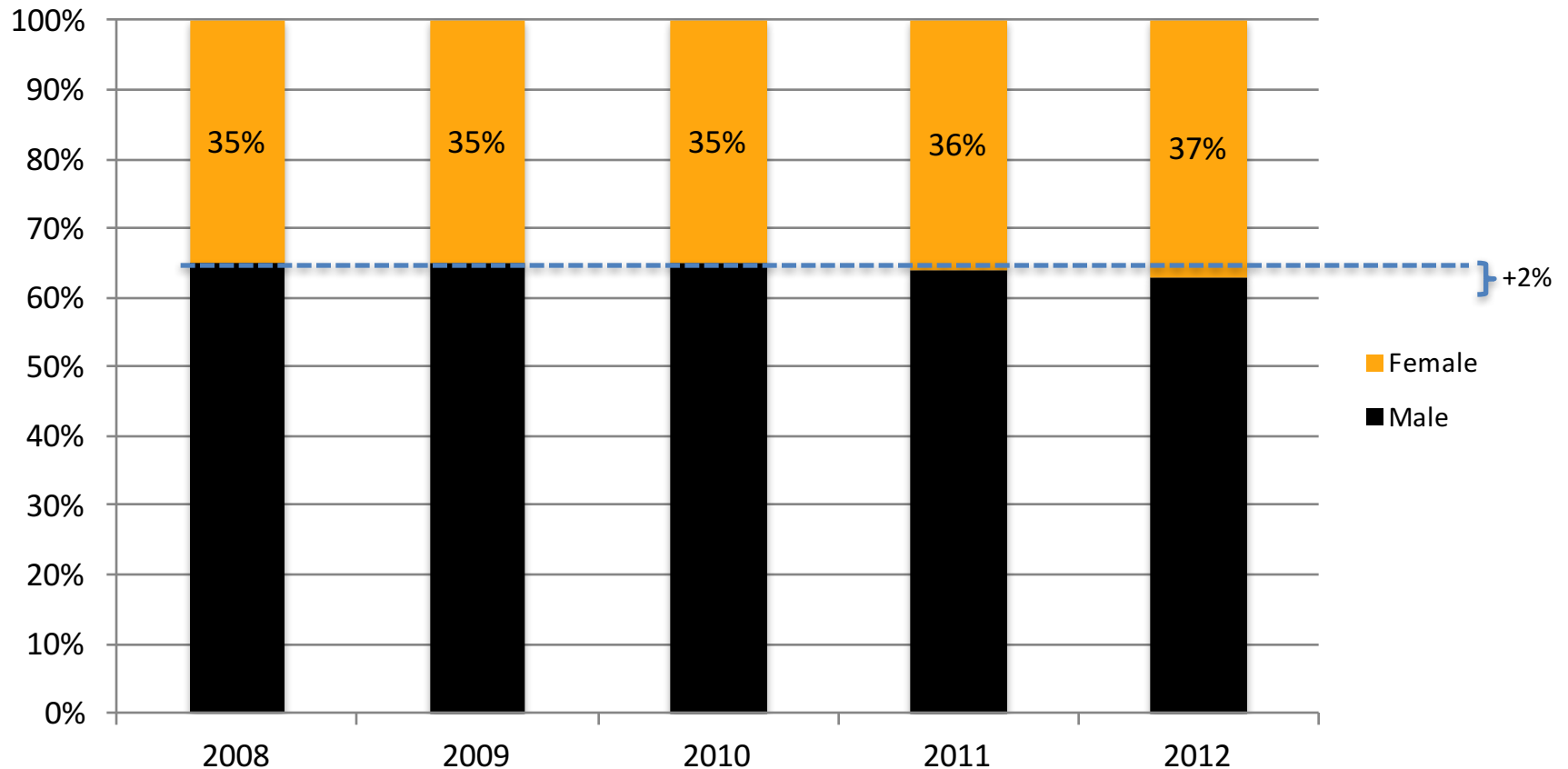
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<sup>1</sup> Chronicle of Higher Education, Adjuncts Build Strength in Numbers, Nov. 5, 2012.

<sup>2</sup> American Association of University Professors, Tenure and Teaching-Intensive Appointments, 2010 Report by the Committee on Contingent Faculty and the Profession.

# Gender diversity remains relatively stable, with female faculty growing slowly to 37% of total T/TT faculty.

## Tenure and Tenure Track Faculty by Gender

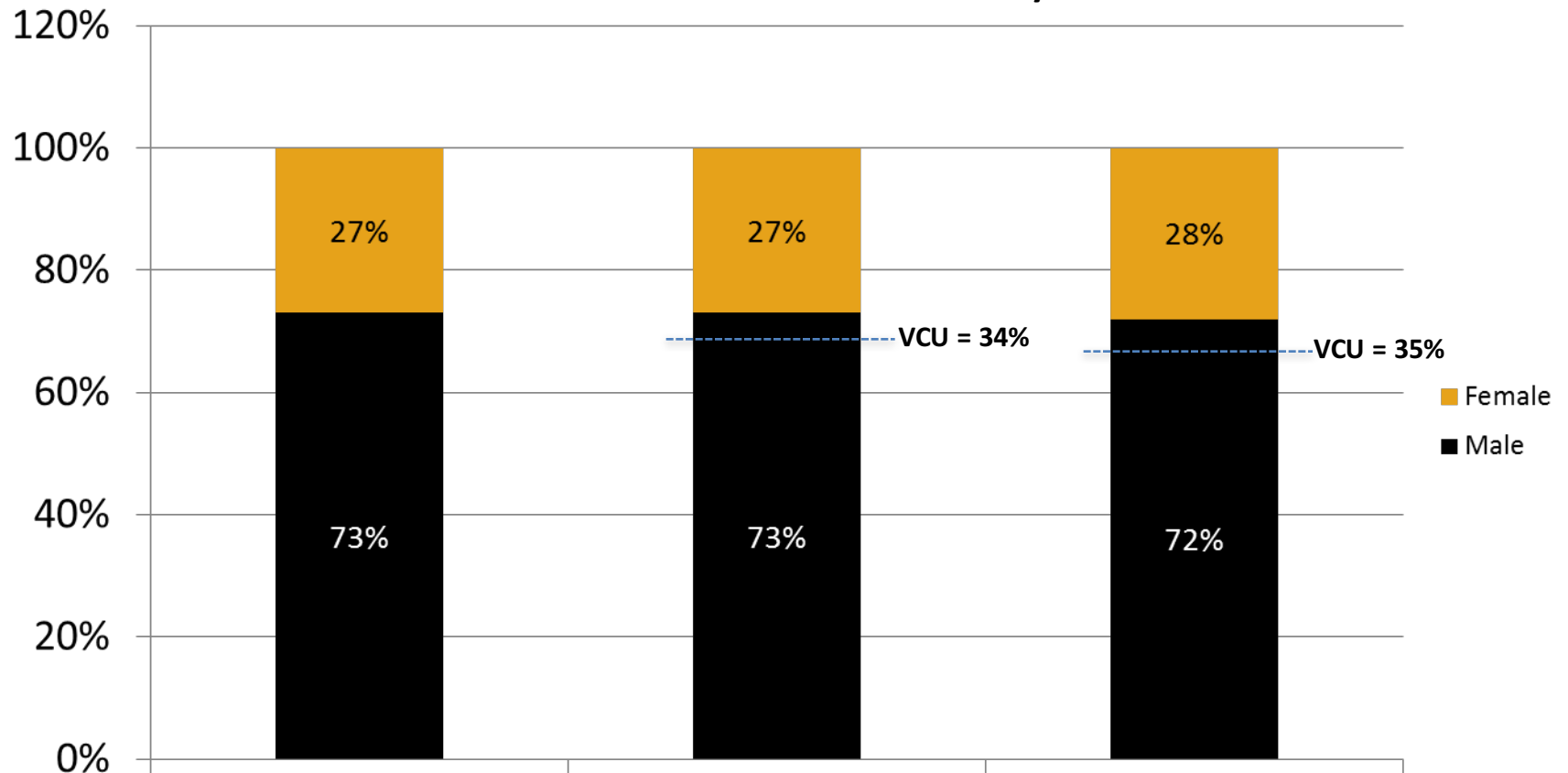


Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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# VCU's percentage of female T/TT faculty is growing faster and is significantly higher than national trends.

National Trends by Gender  
Tenure and Tenure Track Faculty



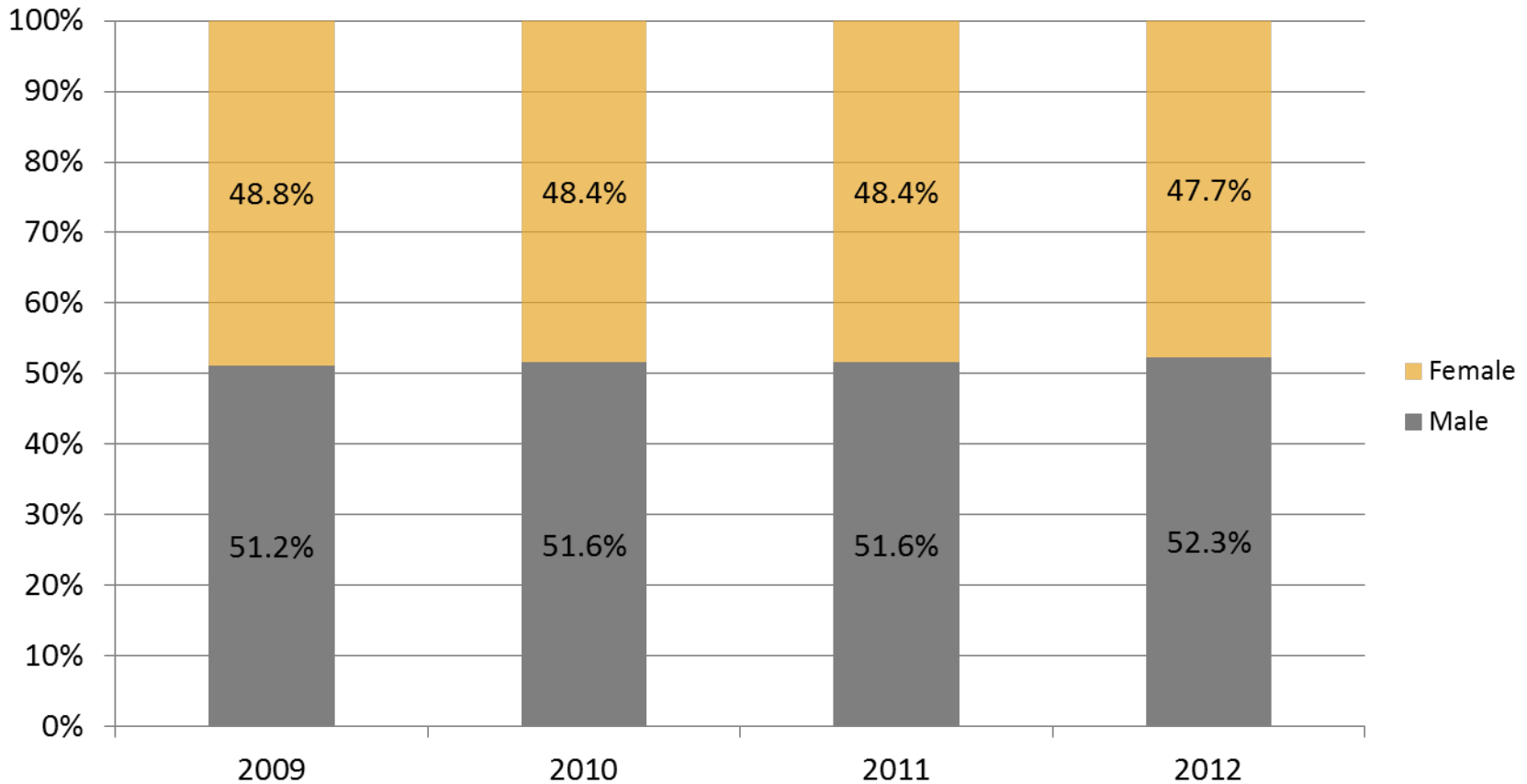
Source: ACE Fact Sheet on Higher Education; U.S. Department of Education, National Center for Education Statistics, Digest of Education Statistics, 2011; Office of Decision and Planning Support, along with Fall, Census II data.

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# Female collateral faculty represent around 48% of total collateral faculty, a slight decrease since 2009.

## Collateral Faculty by Gender



Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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# VCU's gender distribution falls in the middle of our Quest peers, while growth in female T/TT faculty as a percent of total has been slightly slower than our peers.

## Instruction/Research/Public Service Faculty Full-Time Tenure and Tenure Track % Distribution by Gender *Comparison among Quest Peers*

	2007		2009		2011		
	Male	Female	Male	Female	Male	Female	
University of Alabama-Birmingham	76%	24%	74%	26%	73%	27%	} +3%
University of Cincinnati	74%	26%	71%	29%	71%	29%	
University of Illinois-Chicago	71%	29%	68%	32%	66%	34%	+5%
University of Louisville	75%	25%	76%	24%	75%	25%	No change
University of South Carolina-Columbia	73%	27%	71%	29%	69%	31%	} +4%
University of South Florida	71%	29%	69%	31%	67%	33%	
Virginia Commonwealth University	70%	30%	69%	31%	68%	32%	→ +2%

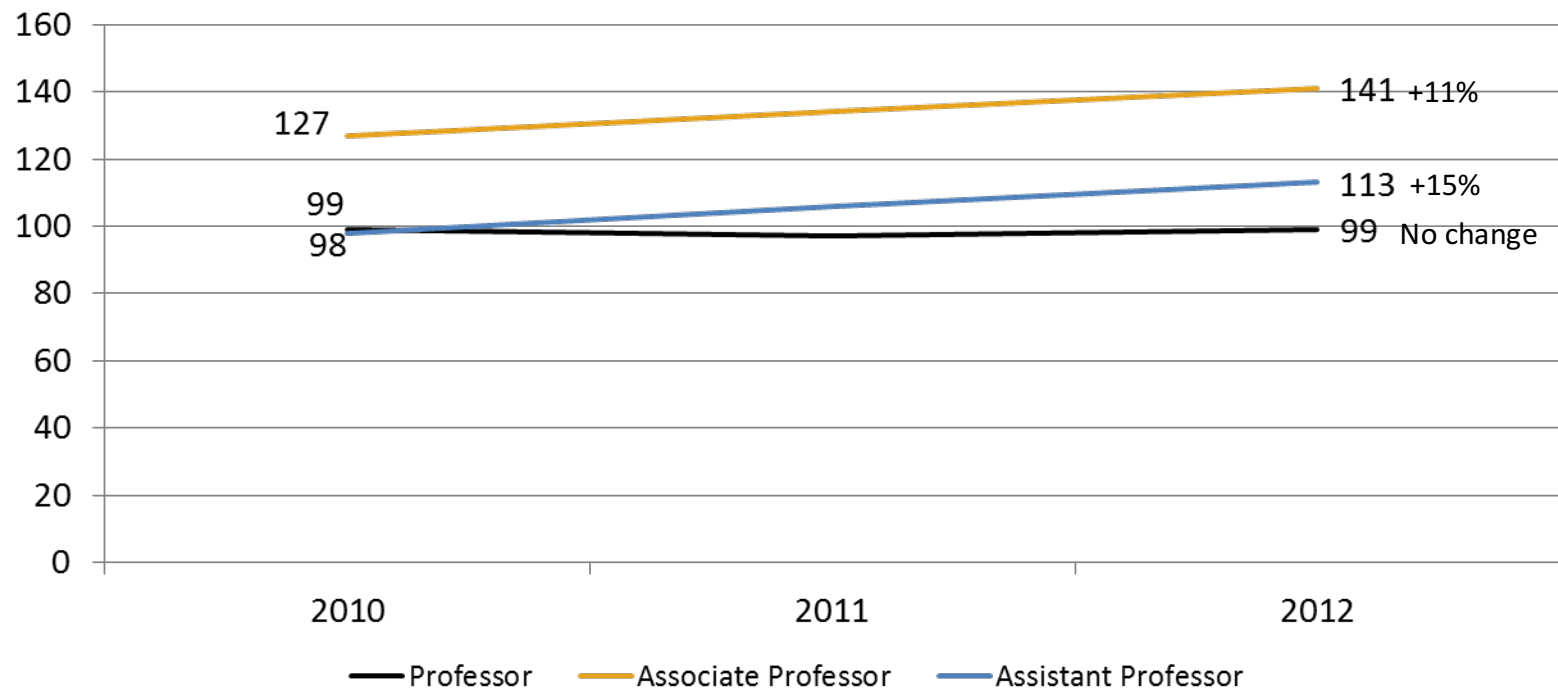


Source: Office of Decision and Planning Support; IPEDS Human Resources data, 2007 – 2011. Note: IPEDS has optional data reporting on these statistics in even-numbered years.

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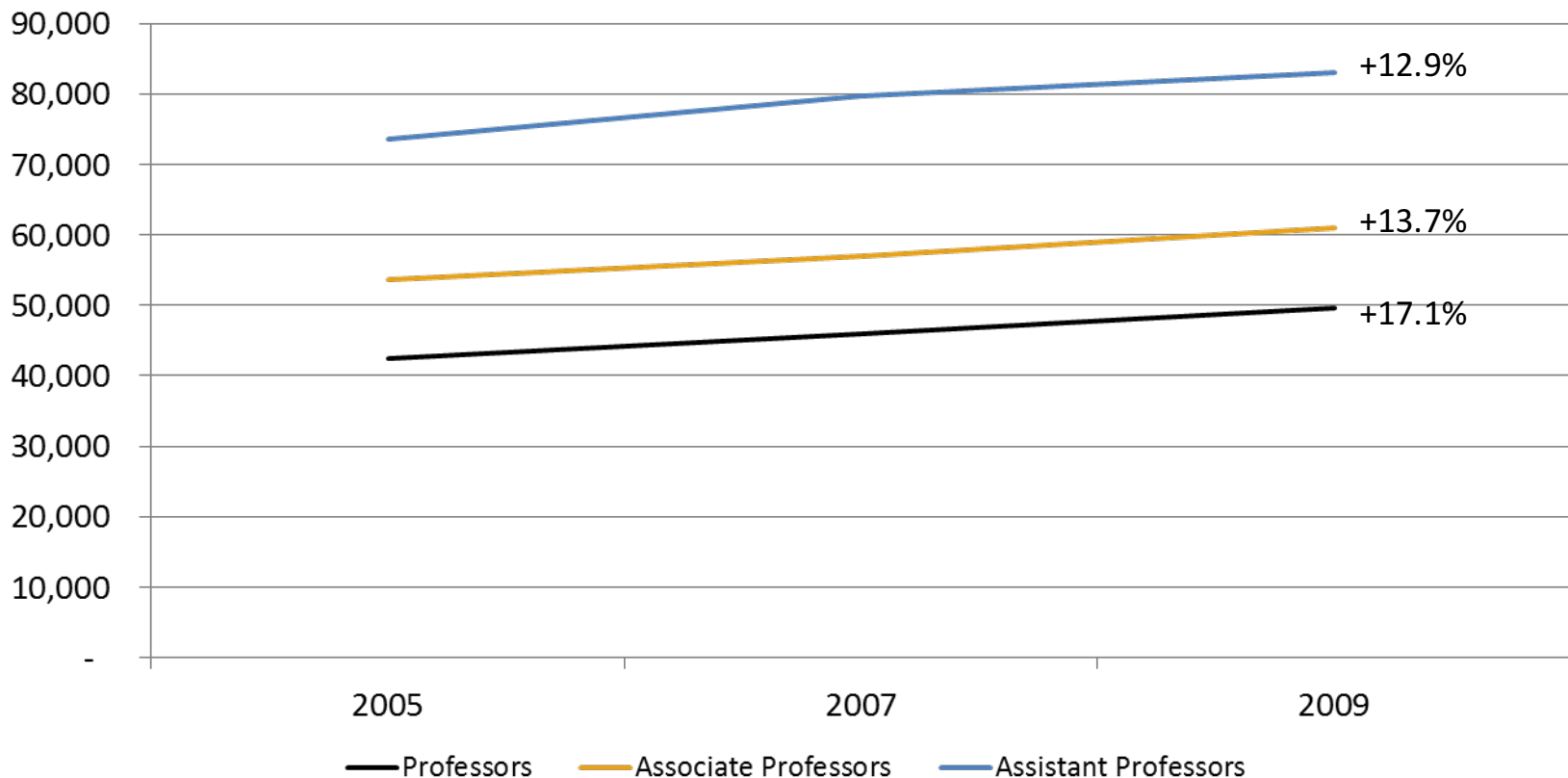
**Since Fall 2010, female faculty at the Associate and Assistant Professor ranks have grown by 11% and 15% respectively, while headcount among female Professors remains flat.**

**Female Tenure and Tenure Track Faculty by Rank**



**On a national level, female tenure and tenure track faculty have seen their numbers grow by 14% - 17% through 2009.**

**National Trends: Female Tenure and Tenure-Track by Rank**

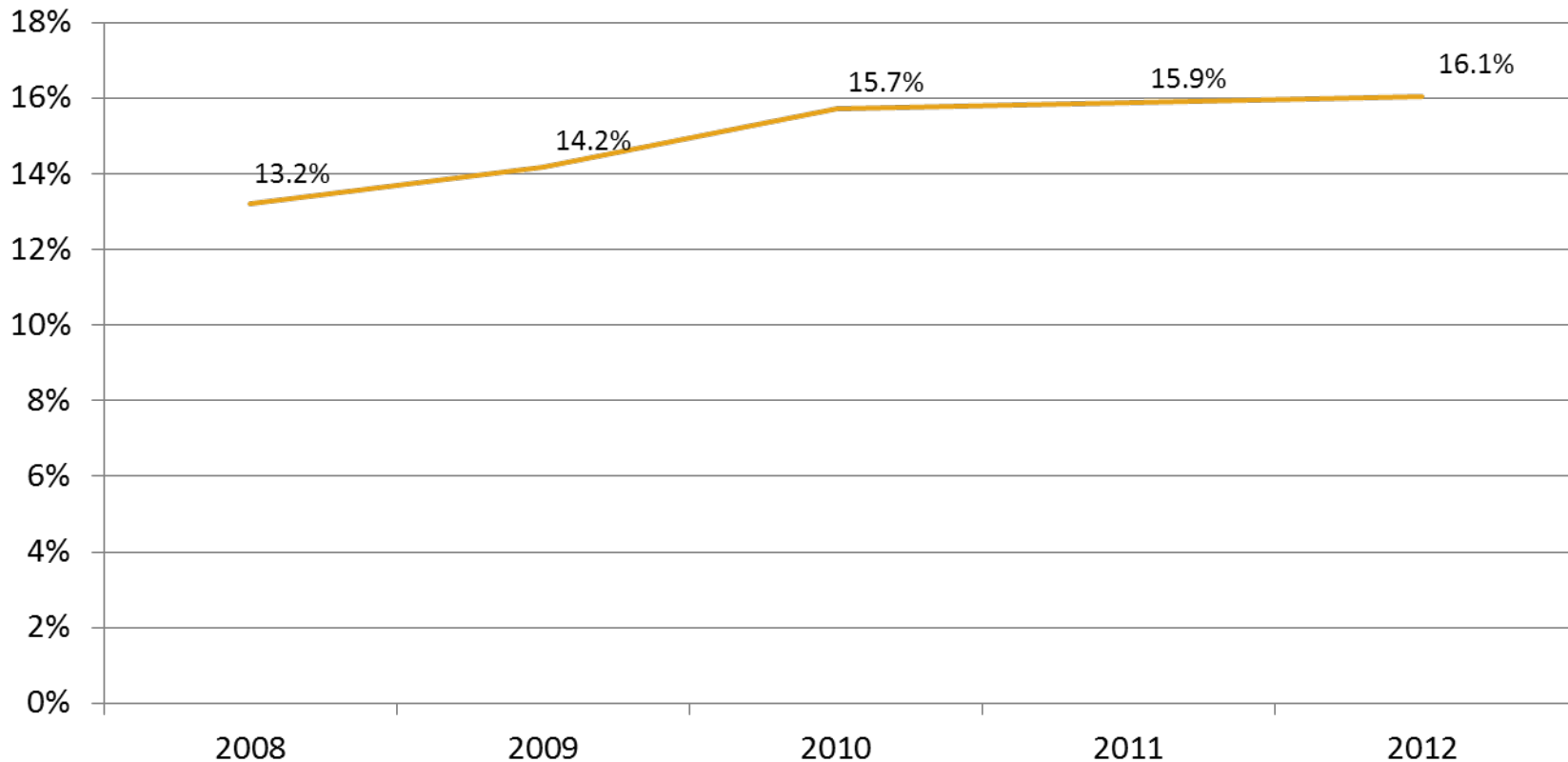


Source: ACE Fact Sheet on Higher Education; U.S. Department of Education, National Center for Education Statistics, Digest of Education Statistics, 2011 .

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# Minority faculty members at VCU have grown steadily as a percent of total tenure and tenure-track faculty...

## % Minority Tenure & Tenure Track Faculty

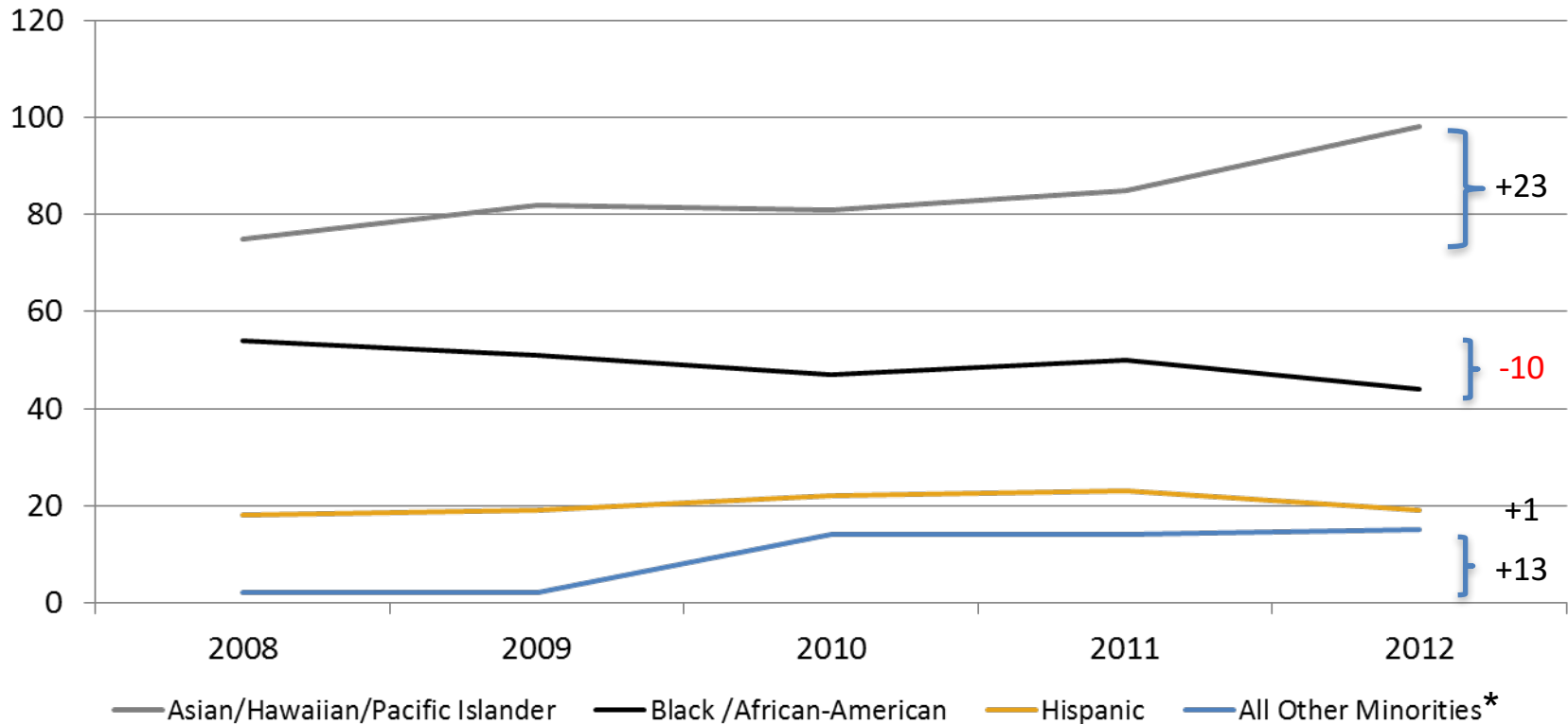


Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

Make it real.

**...yet this growth has come primarily from Asian minorities, while African-American T/TT faculty numbers have fallen\*.**

### Race/Ethnicity among Tenure & Tenure Track Faculty



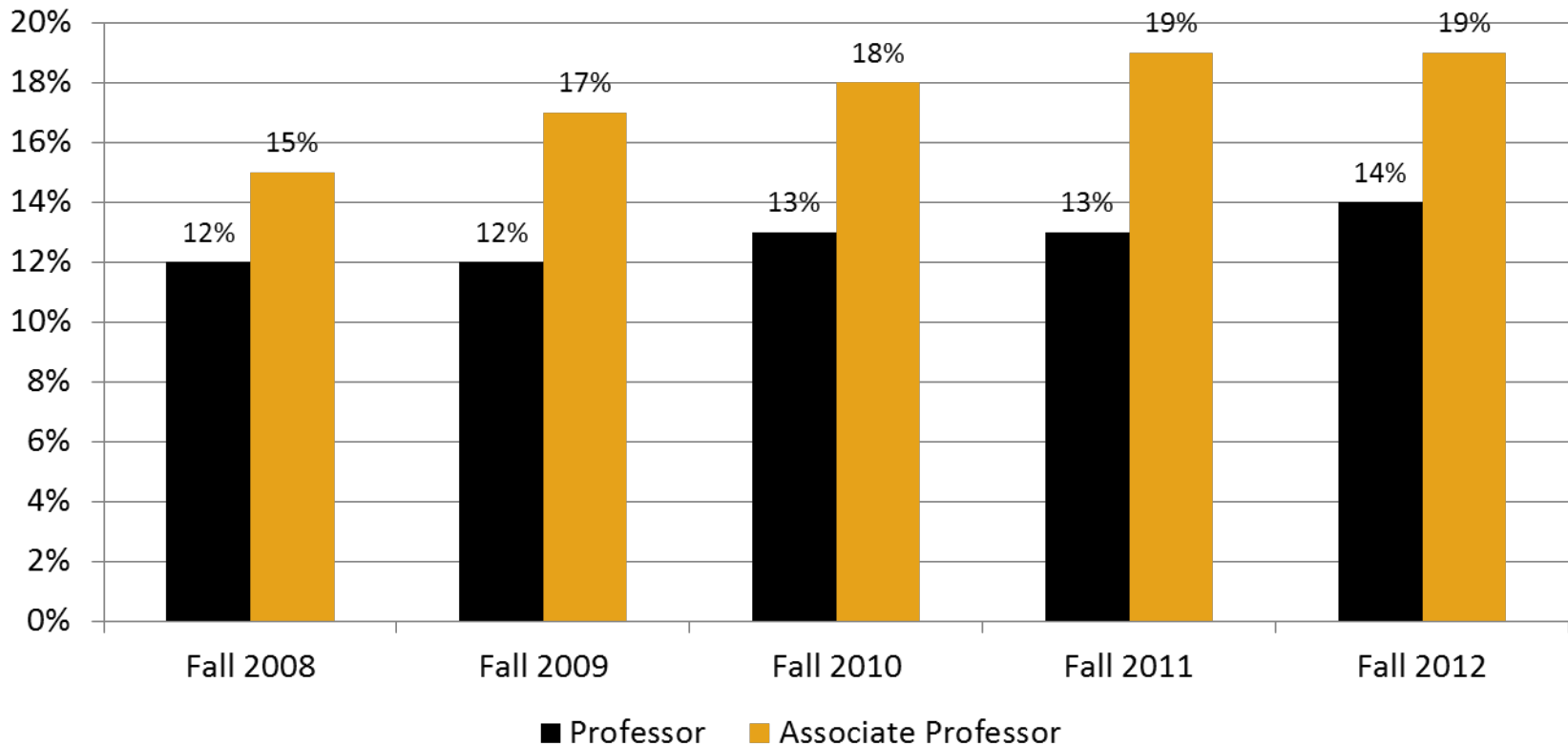
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\*Note: Definition of *All Other Minorities* was revised in 2010 to include "Two or more races". This may cause a decline in race/ethnicity numbers reported within other categories in subsequent years.  
Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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# Most of the minority faculty growth in recent years has come within the Associate Professor rank.

## % Minority Tenure & Tenure Track Faculty by Rank

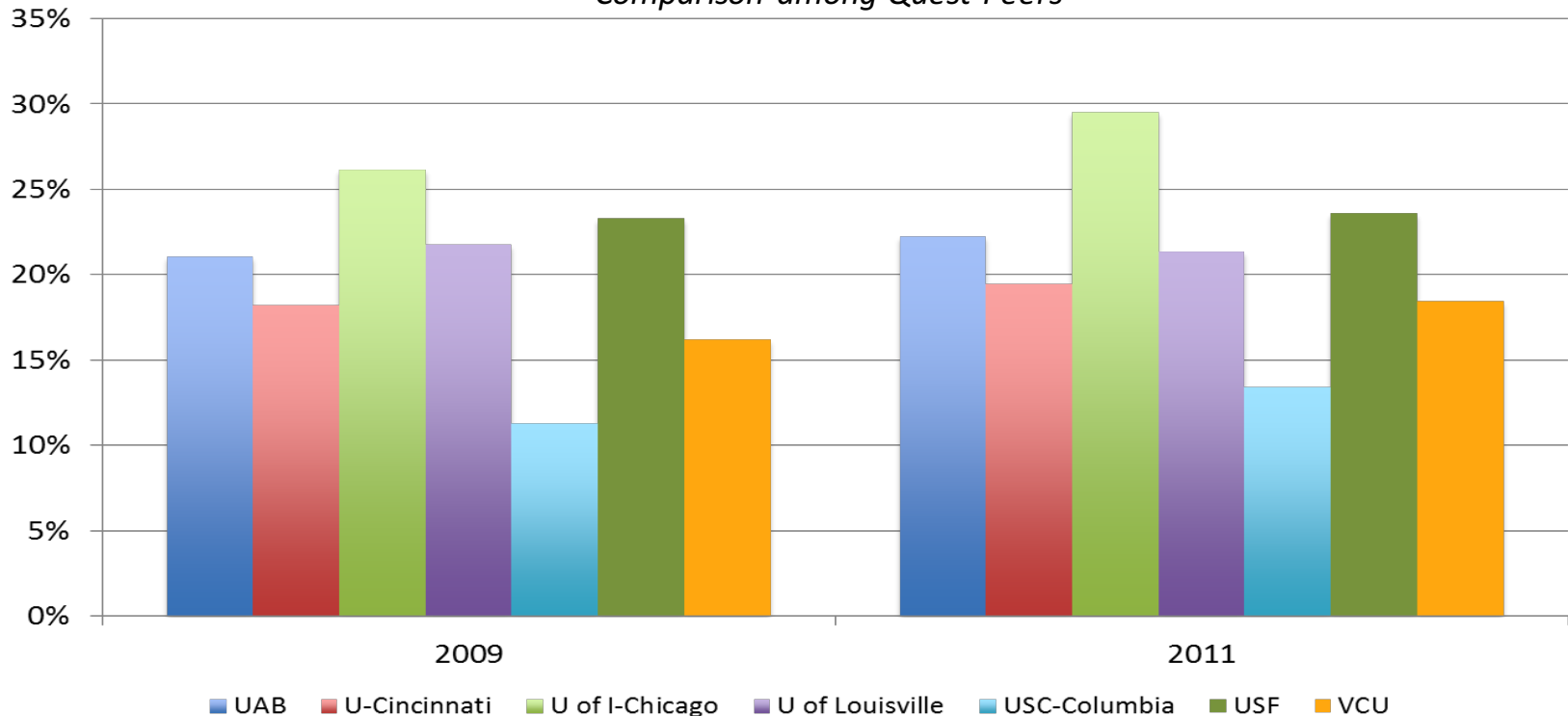


Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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**With its growth in minorities to 18% of total T/TT faculty, VCU continues to trend positively along with our Quest peers.**

**Instruction/Research/Public Service Faculty  
Full-time Tenure & Tenure Track by Race/Ethnicity**  
*Comparison among Quest Peers*



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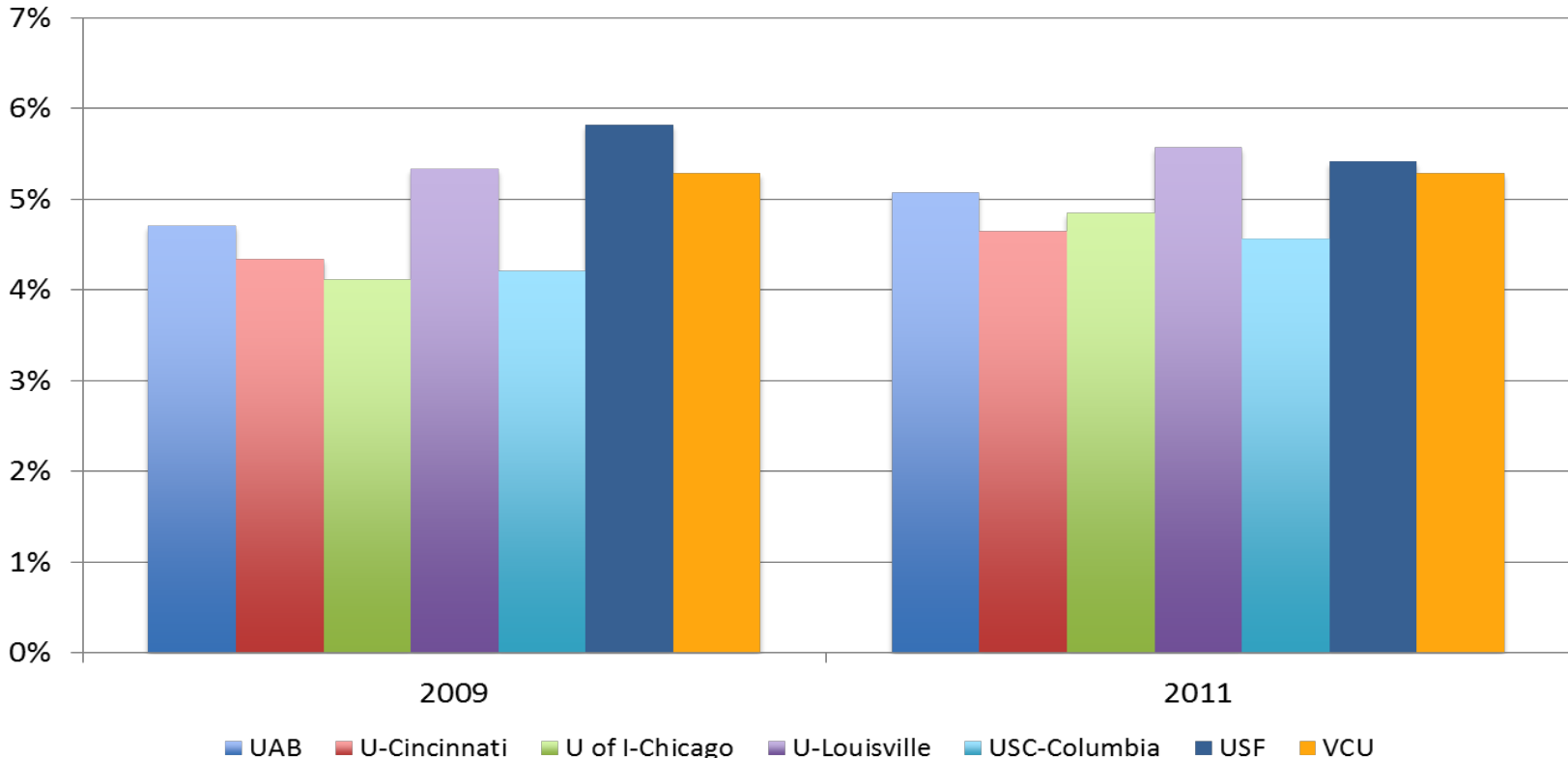
Source: Office of Decision and Planning Support; IPEDS Human Resources data, 2007 – 2011. Race and ethnicity data are not required to be reported by institutions during even-numbered years.

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# African-American T/TT faculty as a percent of total range from 4.2% to 5.9% across Quest peers, with VCU at 5.3%.

**Instructional/Research/Public Service Faculty  
African-American Full-Time Tenure & Tenure Track Faculty**  
*Comparison among Quest Peers*

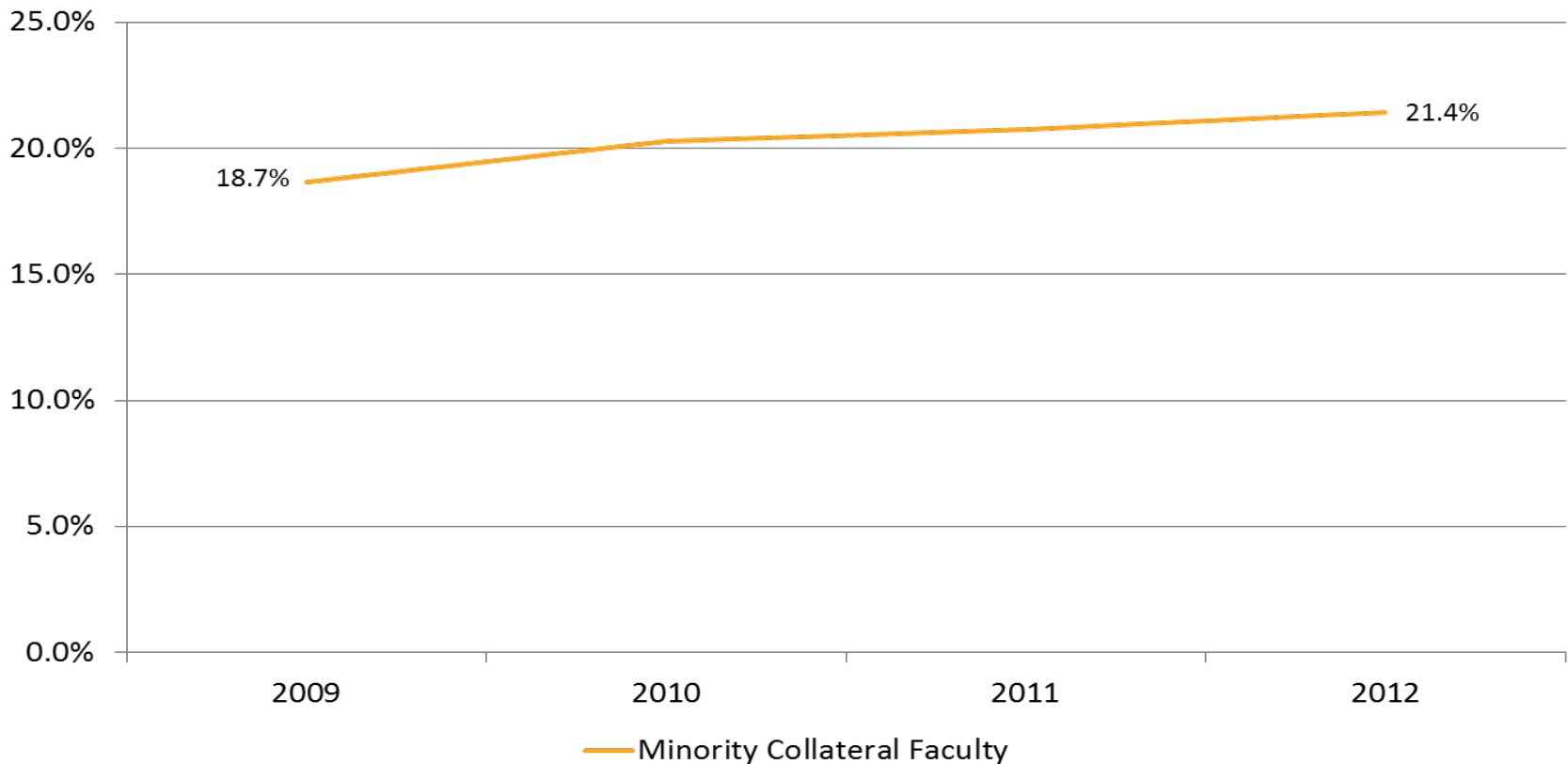


Source: Office of Decision and Planning Support; IPEDS Human Resources data, 2007 – 2011. Race and ethnicity data are not required to be reported by institutions during even-numbered years.

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# Minorities represent more than 21% of all collateral faculty, and growth since 2009 has been steady...

## Minority Collateral Faculty as a % of Total Collateral Faculty

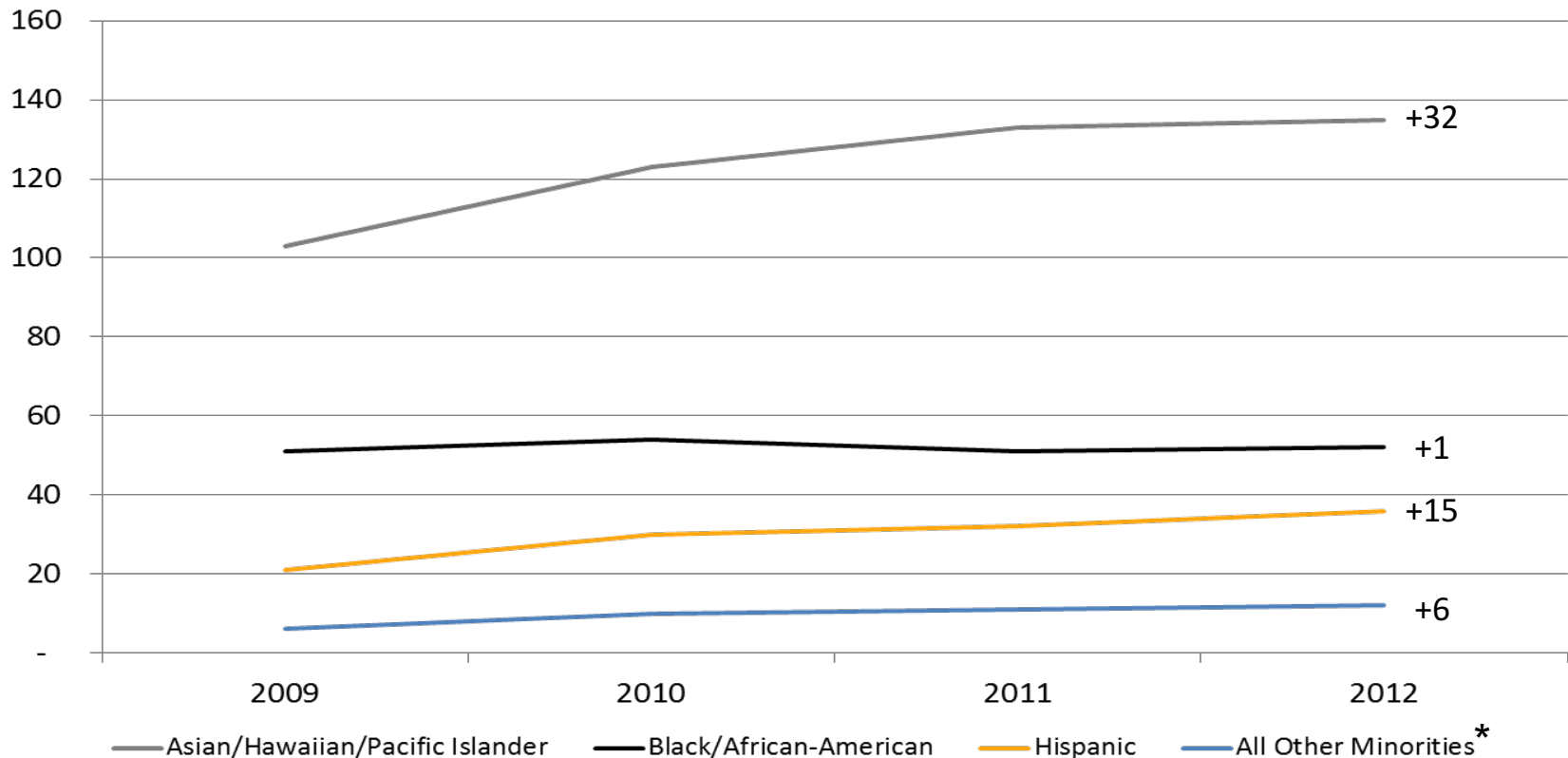


Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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...but as with T/TT faculty, most of the growth in minorities among collateral faculty has been in Asian/Hawaiian/Pacific Islanders, along with Hispanics.

Race/Ethnicity among Collateral Faculty\*



\* Note: Definition of *All Other Minorities* was revised in 2010 to include "two or more races". This may cause a decline in race/ethnicity numbers reported within other categories in subsequent years. Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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## Diversity among our adjunct faculty follows similar trends to those reflected among our T&R faculty.

- Women account for slightly more than half of all adjunct faculty, 50.5%, a number that has remained stable since Fall 2009
- Minority adjunct faculty as a percent of total adjunct faculty has grown slightly from 13.3% in Fall 2009 to 14.1% in Fall 2012
- Most of the minority growth among the adjunct faculty has come from Hispanic hires – an increase since 2009 of 22.
- With the change in definition in 2010, All Other Minorities saw an increase of 8 faculty between 2009 and 2010, and a 3-year change of 9 hires, while African-American adjunct faculty fell by 13 positions during that period



Source: Office of Planning and Decision Support, November 2012. Based on Fall, Census II data.

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# Hires using Excellence Funds reflect VCU's commitment to diversity, with females representing 46% of new hires and minorities representing 37%.

## Excellence Fund Hires\*

*Fall 2010 through Spring 2013*

	Male	Female		Asian/Hawaiian /Pacific Islander	Black/African -American	Caucasian	Hispanic	Other Minorities	Total
Monroe Park campus	38	30		15	4	44	5	0	68
MCV campus	11	11		6	2	13	0	1	22
Total	49	41		21	6	57	5	1	90*



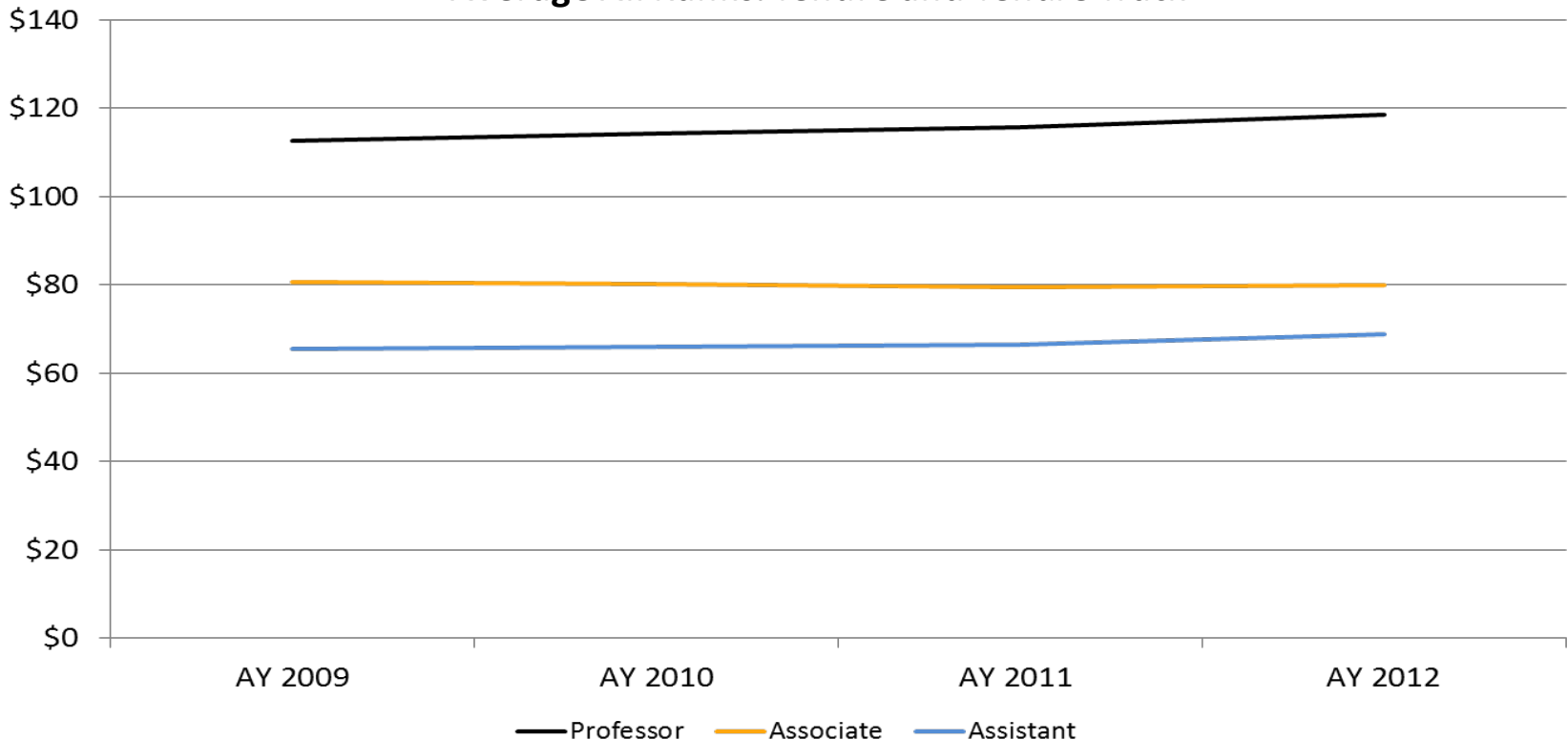
\*Note: Reflects all new hires to date using Excellence Funds. Ongoing searches account for another 59 faculty supported by these funds.

Source: Office of the Vice President for Finance & Administration, as of October 25, 2012.

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**Average salaries for VCU Associate Professors have remained relatively unchanged since 2009, while those for Professors and Assistant Professors have risen approximately 5%.**

**VCU Faculty Salary Trends**  
**Average All Ranks: Tenure and Tenure Track**



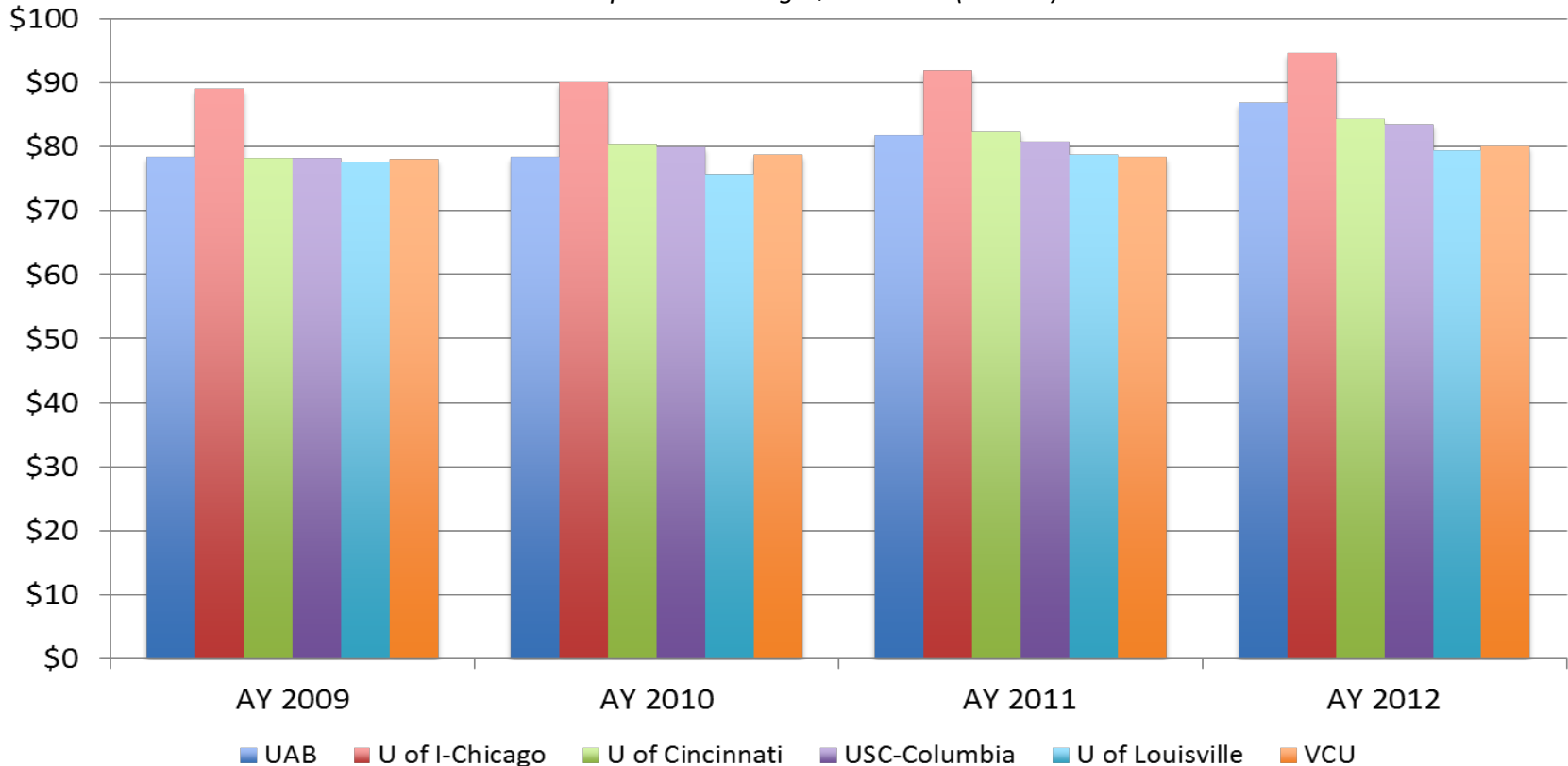
Source: Office of Decision and Planning Support; AAUP Faculty Salary Survey, 2009 - 2012.

Make it real.

**At 2.7% average salary growth since 2009, VCU ranks second lowest among our Quest peers, whose increases range from 2.5% to 10.7%.**

### AAUP Faculty Salaries: All Ranks\*

*Comparison among Quest Peers (in 000s)*



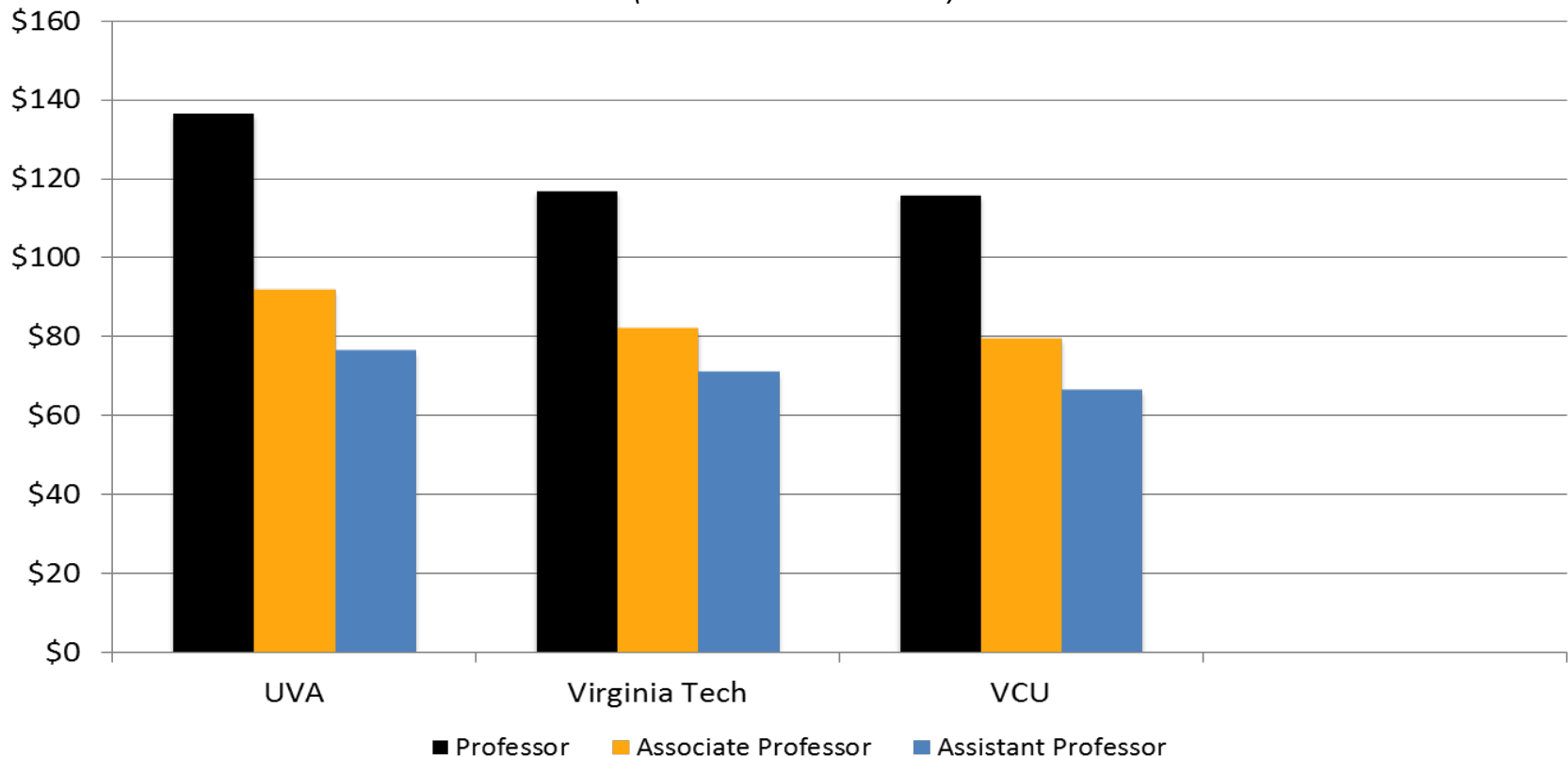
\*Note: All Ranks includes Professor, Associate Professor, Assistant Professor, and Instructor. Values in graph represent average annual salary for all full-time T&R faculty for each institution.

Source: Office of Planning and Decision Support; AAUP Faculty Salary Survey, 2009 – 2012.

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**Average salaries for tenure and tenure-track faculty at VCU are about even with those at Virginia Tech, but 13% to 15% lower than at UVA.**

**Salaries by Rank, Virginia Public Universities**  
**Tenure and Tenure-Track Faculty**  
*2012 (based on AY 2011 data) in 000s*



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Source: American Association of University Professors, 2010-2011 Report on the Economic Status of the Profession.

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# Faculty salaries at VCU are low and have lost ground, compared to other Virginia doctoral institutions and VCU's national peers.

## Virginia peers (Fall 2011):

Doctoral Institutions	Professor	Associate	Assistant	Instructor	All Ranks	Compared to VCU	
						1999	2011
University of Virginia	\$ 141.6	\$ 95.0	\$ 80.3	\$ 50.5	\$ 110.9	\$ 11.1	\$ 30.8
George Mason	130.9	85.4	71.0	59.0	93.0	1.9	\$ 12.9
William and Mary	117.6	87.0	68.5	46.1	92.0	2.4	11.9
Virginia Tech	121.7	84.4	73.3	46.8	89.1	(1.3)	9.0
<b>VCU</b>	<b>118.6</b>	<b>79.9</b>	<b>68.8</b>	<b>48.2</b>	<b>80.1</b>	n/a	n/a
Old Dominion	107.0	76.8	66.5	51.1	76.7	(8.5)	(3.4)
<b>Va. Peer Group mean</b>	<b>\$ 123.8</b>	<b>\$ 85.7</b>	<b>\$ 71.9</b>	<b>\$ 50.7</b>	<b>\$ 92.3</b>		
<b>Difference from mean</b>	<b>\$ (5.2)</b>	<b>\$ (5.8)</b>	<b>\$ (3.1)</b>	<b>\$ (2.5)</b>	<b>\$ (12.2)</b>		

- National Peers: SCHEV estimates that VCU faculty salaries in FY 2014 will lie at the 20<sup>th</sup> percentile among its 25 national peers, and have proposed a 2% salary increase for the fiscal year.



Source: American Association of University Professors, 2010-2011 Report on the Economic Status of the Profession; SCHEV, November 2012 Agenda Book.

# VCU's commitment to our faculty and to positive change is aligned with our Quest for Distinction goals. To date, we have:

## Established Office of Faculty Recruitment & Retention

Hired Associate Vice Provost

- Oversees university-wide faculty recruitment efforts; works with search committees in partnership with Division of Diversity and Equity to recruit a diverse candidate pool; supports professional development initiatives for faculty
- Created Faculty Recruitment & Retention Workgroup to conduct gap analysis and report recommendations to the Provost

## Strengthened Office of Diversity & Equity

Hired Vice President for Diversity & Equity

- Working with FR&R to develop diversity hiring plan
- Ensure equal access to employment
- Conduct annual reviews of progress toward institutional advancement through diversity
- Working with FR&R to develop education and support structures for faculty search committees

## Expanded Support to Faculty

Excellence Fund Hires continuing for FY 2013

- Continue advocacy for Excellence Funds
- Established a small Retention Fund in the Office of the Provost
- Joined Higher Education Recruitment Consortium (HERC); working with HBCUs; Military Hiring Initiative
- Established Great Place to Work Initiative Steering Committee and launched the GPI in Fall 2012

## Plans for the coming year include:

- Developing a plan to increase faculty salaries
- Conducting an analysis of administrative and professional faculty
- Increasing support to Schools/College through hiring additional professional academic advisors
- Continue to modify/streamline faculty recruitment process
  - Automation of all recruitment forms
  - Training for Search Chairs and Committee members
- Developing and implementing strategies that support faculty retention
  - Professional development opportunities
  - Enhance Mentoring programs for Faculty
  - Establish Onboarding initiatives
- Updating Faculty Status Report in November, 2013 (and in subsequent years)

*Note: this report will be posted to the Faculty Senate website as well as on the Faculty Recruitment & Retention website.*