

OVERVIEW

In the fall of 2015, in response to a request from University Senate, Miami's Provost, Phyllis Callahan, and Senior Vice President for Finance and Business Services, David Creamer, presented detailed information about the University's overall budget. Following that presentation, Senate submitted a set of questions to the Provost pertaining to faculty configuration, faculty salaries, university staffing and additional questions about Miami's financial priorities and the role of the Fiscal Priorities Committee.

Along with the presentation to University Senate on April 11, 2016, this report responds directly to the queries related to academics, faculty and salaries, and reflects data for the Oxford campus only. The Provost will work with David Creamer and Senate's Fiscal Priorities Committee over the summer and will respond with more detail about these topics and the outstanding budget and financial questions in the fall of 2016.

This report:

- Provides accurate, sourced information in a clear and transparent manner;
- Collects, sorts, and analyzes various data sets in ways that will be particularly useful to the President, Provost, Deans and Chairs in planning future budget and staffing needs;
- Utilizes the data and information to identify areas in which Miami is strong or making progress and those areas where the University can improve.

To collect, analyze and assemble data, we have relied on the Office of Institutional Research (OIR), which, in turn, used various external sources (CUPA, IPEDS, AAUP, etc.).¹ It is important to note that these external organizations collect and report information in ways that make direct comparisons difficult, and, in this report, we have tried to present the data in a clear and contextualized manner.

State and national trends related to faculty configuration and competitive faculty salaries are compared to the Miami data. Universities and colleges across the country have steadily increased the use of contingent faculty over the years (full-time visiting, as well as part-time instructors). According to AAUP, the share of full-time, tenure-track positions at higher education institutions has declined nationally by as much as 50% over the past 40 years.^{5,6} The decline at Miami is more modest, from 675 in Fall 2004 to 610 in the Fall 2015 (9.6%). Furthermore, Miami has created positions for lecturers and clinical faculty whose contributions are to teaching and service, as a way to provide more stability in our curricular offerings.

Faculty salary increases have not yet recovered from the economic downturn. In its *Annual Report on the Economic Status of the Profession*, the AAUP points out that last year's 2.9% average salary increase and this year's 2.7% increase were the first time increases had exceeded 2% since the recession.^{5,6}

Faculty configuration, salaries and academic priorities are important, timely topics on all university campuses. Not unexpectedly, the data confirm areas where Miami is doing well against peer institutions but also illustrates areas for improvement.

The information in this report responds only to the questions presented by Senate and is not a complete or conclusive review. There are additional data that Miami's administration will be reviewing and analyzing over the summer that will assist in supplementing this information as we move forward (i.e., comparisons of Miami's total salary and benefits compensation with state/national public institutions; the effect of reduced teaching loads on faculty hiring; and a review of credit hours distribution by faculty).

A more detailed, comprehensive report—along with likely next steps—will be distributed in Fall, 2016. The Fall report will also include the budget and financial information to be gathered and

presented by Vice President Creamer and the Fiscal Priorities Committee of University Senate, and will include the regional campus data about these same topics that was shared on both regional campuses on April 19, 2016.

Miami's leadership is committed to fostering an open dialogue about these and other issues, and to providing sourced, accurate information that will help to guide and inform campus discussions and decisions moving forward.

FACULTY CONFIGURATION

Several of the questions presented by Senate pertained to faculty configuration, specifically the use of contingent faculty and its impact on the education the University provides to students. Questions and statements included:

- What is the justification for shrinking the tenure-line faculty while growing the numbers of students and administrators? (In Oxford NTL [non-tenure-line] faculty have doubled since 2010 while TL faculty have declined by 12.5%.)
- In what way does the increase in NTL faculty and non-permanent faculty benefit students?
- We now have a much higher number of Visiting Assistant Professors than we did ten years ago (a 98% jump since 2010), and fewer tenure-line faculty (a 10% drop). We must be very close to the MUPIM cap on lecturers.

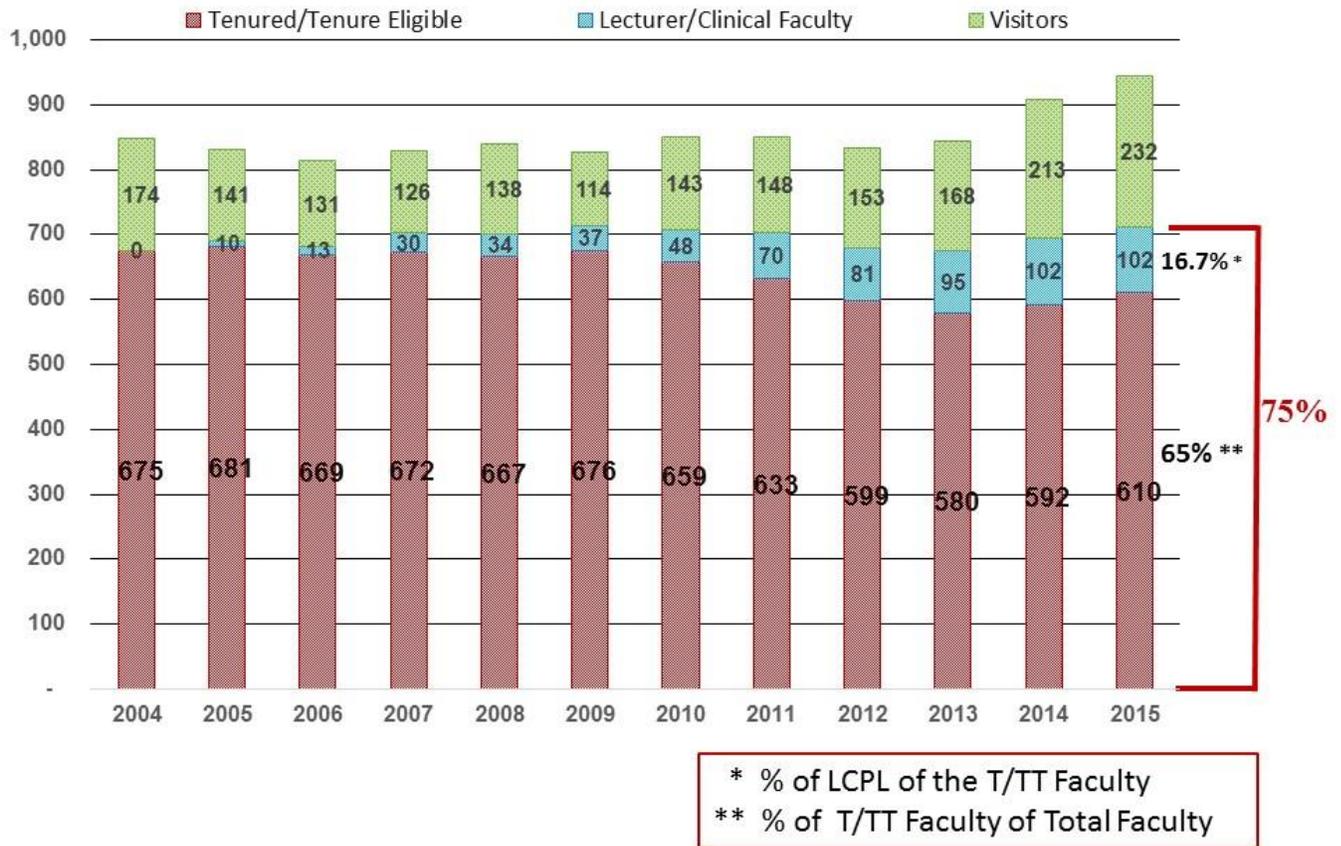
Although a few of the percentages included in the questions are inaccurate, the queries highlight a wide-spread concern in higher education as universities around the country have continued to rely more and more on contingent faculty.

Miami has long been committed to maintaining a predominantly tenure/tenure track (T/TT) faculty, only increasing the number of contingent faculty in response to the economic downturn in 2009. At that time, the Miami's Strategic Priorities Task Force recommended, and University Senate approved, to increase the number of lecturers and clinical faculty (LCPL) to no more than 20% (an increase from the previous 10% limit) of the total number of full-time, tenure-line faculty. The Provost and Deans closely monitor the number of LCPL positions and, as of the Fall 2015, the total of 16.7% is below the approved limit.

Figure 1 shows the number of full-time faculty configuration over the 12-year period of 2004-2015. There had been an increase in LCPL faculty each year during that period to 2014 with a marked increase in the number of LCPL since 2010. The number of visiting faculty also increased as the hiring of T/TT faculty slowed due, in large part, to the impact of the severe economic recession and the uncertainty that accompanied it.

While the number of tenure/tenure-track (T/TT) faculty decreased during the 2010-2013 timeframe, that number has been increasing in both 2014 and 2015 due to the commitment of the administration to increase the number of T/TT faculty. As the University continues to recover from the economic downturn in 2008-09 and the impact of missing our class enrollment in 2009, we expect the number of T/TT searches to increase.

Figure 1: FULL TIME FACULTY



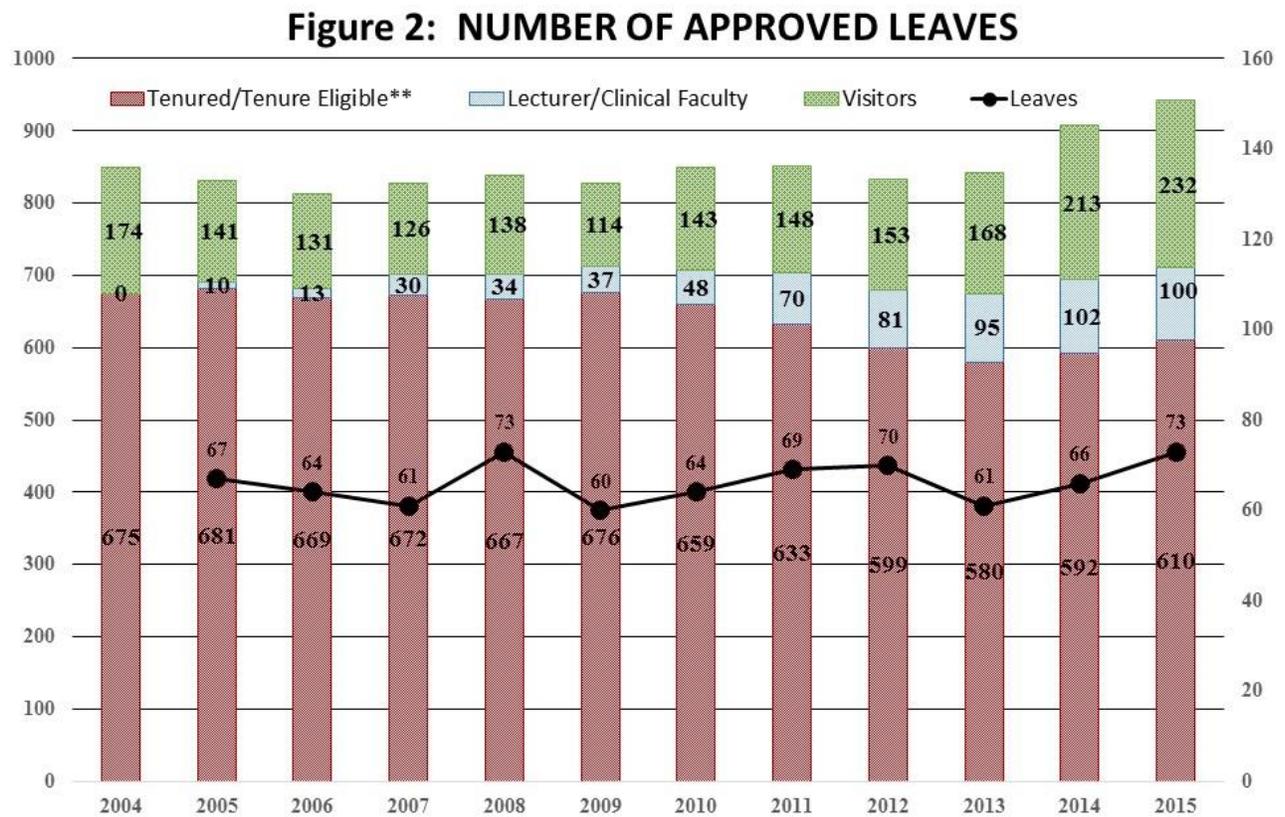
There are several reasons for the fluctuations in faculty configuration during the timeframe represented, most related to the recession of 2008-2009.

- In 2009, during the financial downturn, Miami had the increased financial burden of not having met its target enrollment for our incoming class, a four-year under-enrollment issue impacting revenue.
- Per the recommendation of the Strategic Priorities Task Force during the recession, Senate approved an increase to 20% cap for use of LCPL faculty to provide additional teaching support and to allow for increased flexibility and opportunities for T/TT faculty to pursue research and scholarly activity, including research leaves, course reductions, etc.
- At the same time, Deans and Chairs were dealing with modifications of degree programs, shifting curricular staffing needs and fluctuations in student demand due to other recommendations from the Strategic Priorities Task Force.
- Changes in the faculty retirement pension plans prompted the retirement of 200 T/TT faculty members between 2009-2015, creating a one, two and sometimes three-year lag time to post and fill positions, depending on retire/rehire decisions.

The inaccurate percentages cited in the Senate questions include:

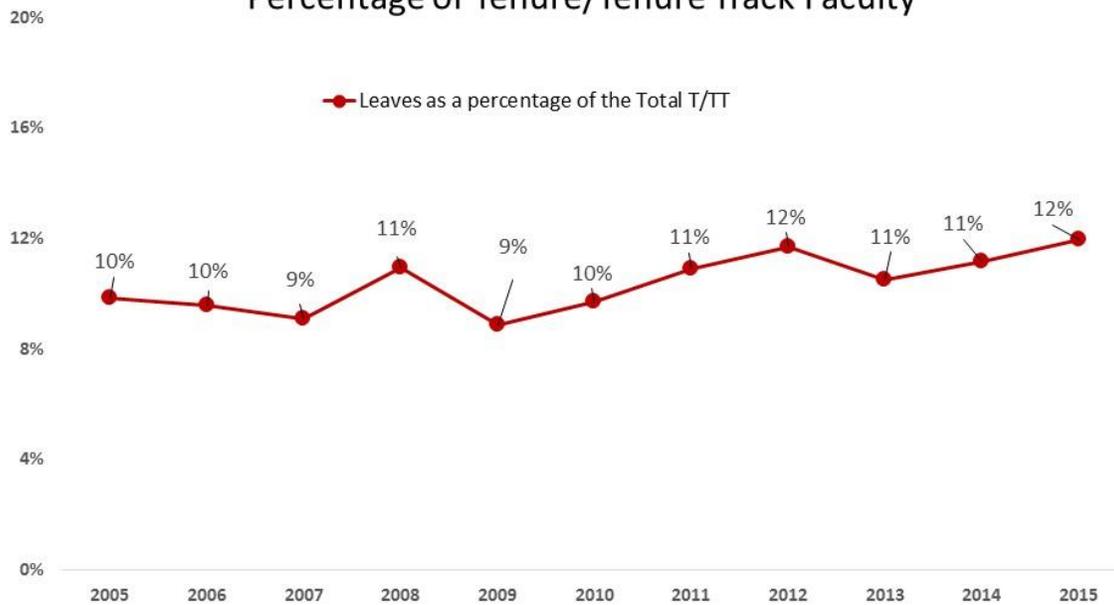
- The decrease in tenure line faculty from 659 in 2010 to 610 in 2015—or 49 positions – represents a 7.4 % decline not 12.5%.
- In 2010, there were 143 full time visiting faculty in Oxford. In 2015, there were 232, an increase of 89, representing an increase of 62.2% not 98%.
- In Fall 2015, Miami employed 102 LCPL faculty, comprising 16.7% of the number of T/TT faculty, lower than the 20% maximum established by Senate. T/TT faculty comprised 65% of total full time faculty, and T/TT faculty and LCPL comprise 75% of total full-time faculty.

Over this same period of time, the Deans and Provost have sought to maintain the number of assigned research leaves (ARA) and faculty improvement leaves (FIL). As seen in *Figure 2*, while there has been the number of approved leaves has been relatively constant.



In fact, with the exception of 2007 and 2009, academic leaders have consistently approved leaves for at least 10% of our T/TT faculty (*Figure 3*). In order to meet course demands and teaching needs, Chairs also sought approval of visiting faculty. To date, the University has not explored the impact of reduced teaching loads for T/TT faculty on the increase in visiting and part-time faculty, but that, too, is a factor.

Figure 3: FACULTY LEAVES
Percentage of Tenure/Tenure Track Faculty



Miami utilizes a faculty configuration plan that is economically responsible and that adequately supports our research and teaching missions. LCPL faculty make important contributions to the University's teaching and service mission. The faculty configuration plan is designed to provide outstanding teaching and learning outcomes while offering flexibility and opportunities for T/TT faculty to reduce teaching loads and take professional leaves that supports their research.

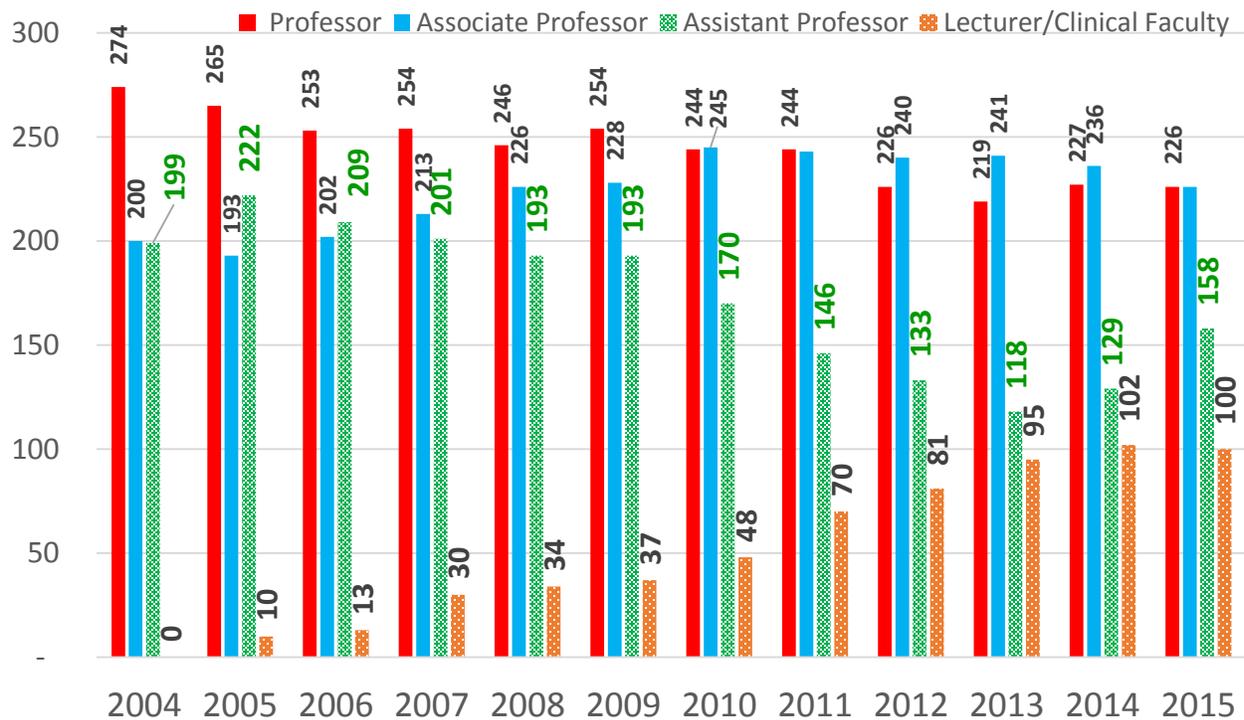
When needed, department faculty and Chairs take great care to recommend effective, competent teachers as visiting faculty. In many cases, these visiting faculty allow us to adapt to meet the curricular demands of the incoming class. Student learning outcomes and teaching effectiveness are evaluated regularly by department faculty and Chairs, and there is no evidence that there is a decrease in student learning due to the use of contingent faculty. In fact, there are multiple indicators that student learning outcomes continue to be successfully achieved.

- Retention and graduation rates remain among the highest in the state and nation.
- Admission to graduate and professional schools are typically well above national averages.
- Record numbers of companies visit Miami's campus to recruit students for internships and jobs.
- Internship and employment opportunities and demand remain high for our graduates.

Changes in Faculty Configuration

Another way to examine faculty configuration is to track the changes over time, by rank as shown in *Figure 4*. As mentioned previously, after the economic downturn in 2008-09, there were declines in T/TT hiring, resulting in fewer assistant professors (**green bars**). While the number of associate (**blue bars**) and full (**red bars**) professors fluctuated, the total number remained over 450. Clearly, the economic situation resulted in fewer faculty at the assistant professor rank, i.e. from 201 in 2007 to 118 in 2013, the lowest number in this 12-year period. This reduction of 83 assistant professor positions represents a 41% decline. It is important to remember that some of the reduction was due to assistant professors being tenured and promoted to associate professor.

Fig 4. Faculty Configuration by Rank over Time



To try to offset the impact of the recession while maintaining strong teaching quality and stability, as well as preserving research productivity and opportunities for T/TT faculty to take research leaves (*Figure 3*), Miami increased the number of LCPL (**orange bars**) and visiting faculty (*see Figure 2*).

As the economy stabilized and the University has had success in recruiting and yielding our classes, Miami is increasing the number of tenure track hires. This is illustrated in *Figure 5*. In this figure, the solid bars are faculty (**red** section of the bars are T/TT; **blue** sections are LCPL) who are already hired and the hatched bars are searches that are currently underway in 2015-16 or have been approved for 2016-17. The number of LCPL searches approved in 2015-16 was 7, but 11 were hired because Chairs requested other VAP positions be converted to LCPL.

Fig 5: Faculty – Hires and Searches

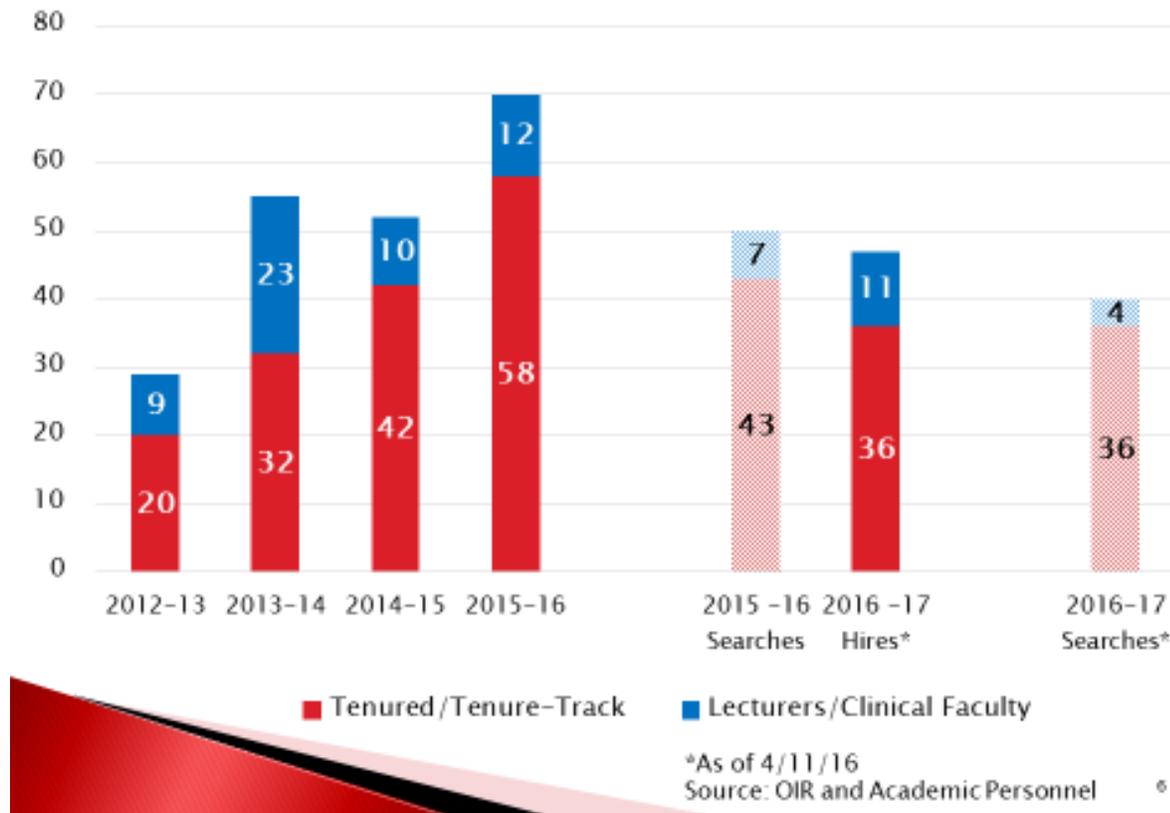
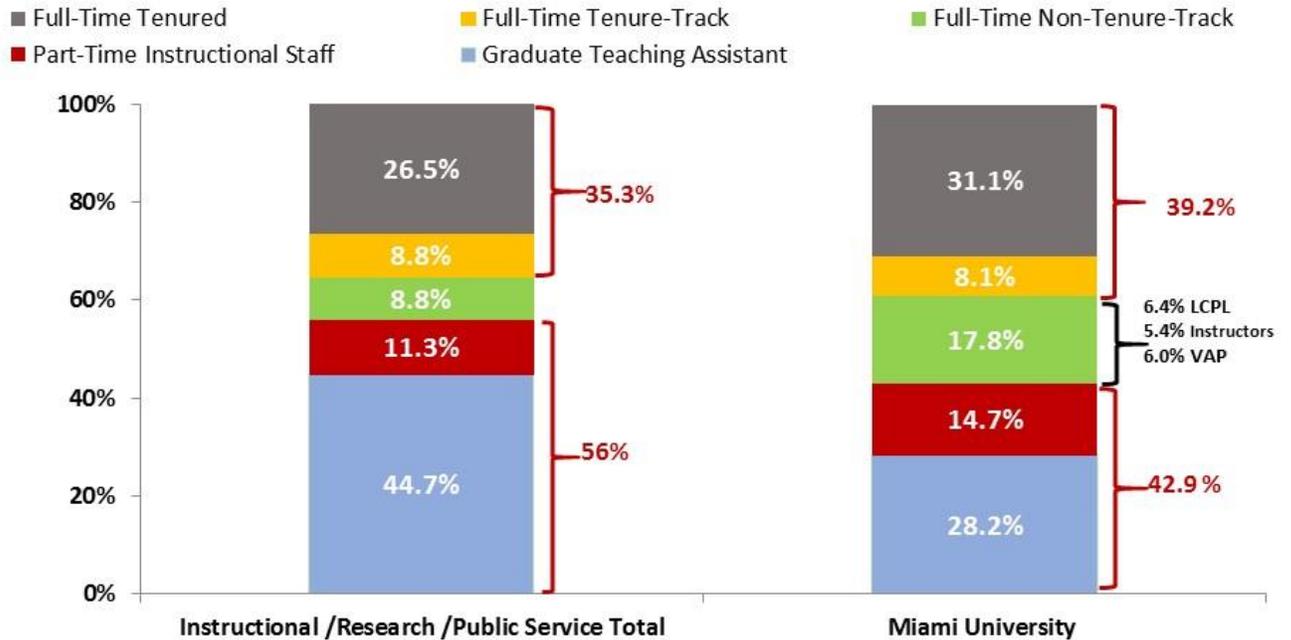


Figure 6 shows the configuration of the Miami University instructional staff compared with national data provided by AAUP.⁵ These are head count numbers only and do not represent the percent of instruction provided by a particular category. The data simply show the percentage of individuals in each category. For example, 28.2% are classified as graduate/teaching assistants at Miami, but that group only delivers about 8% of our credit hours.

Please note that T/TT faculty at Miami comprise 39.2 % (31.1% tenured + 8.1% in tenure track positions) of personnel who are categorized as “instructional” staff. If full-time, non-tenure positions are included, Miami’s total is 57%. Both of these figures are above the national averages.

**Figure 6: % DISTRIBUTION OF “INSTRUCTIONAL” STAFF
by Head Count**



The part-time faculty include per-credit-hour faculty hired by departments as well as Miami staff who teach courses, e.g. Student Affairs staff who teach EDL courses, as well as KNH PAL courses. The number of Miami part-time faculty is above the national average.

In the original April 11, 2016 presentation, *Figures 7-18*, depicted the total number of student credit hours generated on the Oxford campus from 2008-2015, broken down by division. Rather than include that data again, the Provost is working with the Office of Institutional Research (OIR) to report the data as FTE, which is a more accurate measure of teaching load.

LCPL, VAP and Part-Time Faculty

Two of the original questions submitted to the Provost involved the future of LCPL and VAP faculty:

- Our lecturers, clinical faculty and VAPs are valuable colleagues, and many are qualified for tenure-line appointments: What can we do to allow more opportunities for them?
- Why aren't we turning VAP positions into tenure-line positions?

An ad hoc committee of Executive Committee of Senate has been appointed and charged to review current policy and consider the possibility of adding an additional promotion opportunity for LCPL faculty. Additionally, while Miami has a higher percentage of T/TT faculty compared with national data reported by AAUP, we are committed to hiring more T/TT faculty and are starting to see that occur (*Figures 4 and 5*). We will still need to continue to hold some lines open to generate the vacancies Chairs and Deans need so they have **flexibility** to meet curriculum needs, including covering

classes for recently retired faculty, for faculty on leaves and for faculty who are given course release for a variety of reasons.

Tenure-Line Faculty and Enrollment

Among the questions submitted to the Provost was, “What is the justification for shrinking the tenure-line faculty while growing the number of students and administrators?”

Regarding students, as mentioned previously, Miami is particularly dependent on tuition revenue (*Figure 19*), and under-enrolling a class in any given year has significant negative repercussions on the University’s budget for several years, impacting funding for priority items like supporting faculty and staff, funding academic initiatives, etc. Miami’s ability to meet expenses, including the salaries and benefits of our faculty and staff, which account for 75% of expenses, is highly dependent on tuition.

The University’s intention is to maintain a relatively consistent class size, typically ~3650. In 2015, Miami enrolled the most academically talented and diverse class in history, as well as the largest class. Because of the high academic profile of the applicant pool in 2015, the Office of Admission predicted the yield would be lower than it was in 2014. Typically, when the academic profile is stronger, one expects a lower yield and a higher “melt,” i.e. the percent of students who are not on campus on the 15th day of the fall semester is much lower than the number admitted. This did not happen in 2015. In fact, the melt for the admitted class in 2014 was 6.9% compared to 7% for the admitted class in 2015, resulting in a larger class. While the goal for admissions is currently 3,650, these numbers will fluctuate from year to year, and will be effected by many issues that are out of the University’s control.

These fluctuations in the number of enrolled students each year, though, highlight the need for Deans and Chairs to have the flexibility to hire VAP faculty.

Faculty Configuration - Summary

The decrease in T/TT line faculty between 2010 and 2013 was the direct result of the financial downturn and a desire to minimize the impact on the academic units from the budget cuts that had a greater impact on other units of the university. The faculty configuration allowed Deans and Chairs the flexibility to deal with an increase in faculty retirements and to grant T/TT faculty’s requests for professional leaves and reduced teaching loads. These decisions helped the University recover from challenging financial times, the additional decline in resources from the missed enrollment class in 2009, and external pressure on all of higher education to be more efficient.

The goal moving forward is to continue to increase the number of T/TT faculty line hires over the next few years. There will likely remain a need for visiting faculty, though, and the University will continue to work to hire highly qualified and exceptional teachers in those areas.

UNIVERSITY BUDGET

The Fiscal Priorities Committee and David Creamer, Senior Vice President for Finance and Business Services, will respond in detail to the budget and finance questions later this year, but a few of the questions are addressed briefly in this report. The questions and comments include:

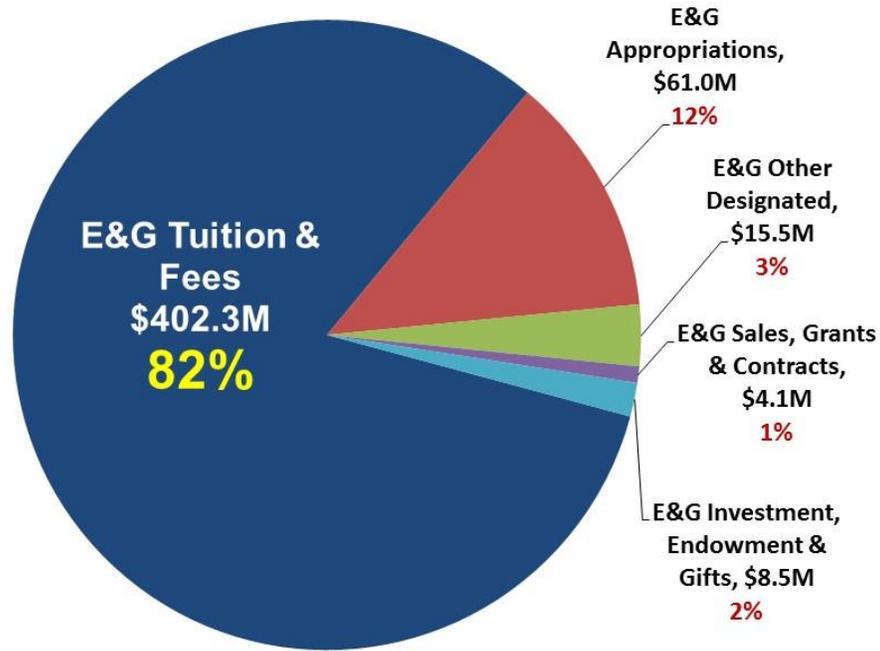
- So that we can (1) reduce a dependence on contingent faculty that is widely understood to be detrimental to students and (2) provide a more serviceable benefits package to faculty

and staff, could we reprioritize to allow the percentage of funds directed toward instruction to increase beyond a quarter of the total budget, or consider reducing spending elsewhere?

- What evidence is there that the university has sought to keep tuition costs and fees down...?
- Only about ¼ of all Miami expenditures are on instruction and the trend is downward.

First, it is critical to understand—as presented in October 2015—how Miami’s revenue is generated. Miami is particularly dependent on tuition revenue as nearly 82% of revenue comes from tuition and fees (*Figure 19*).² There is, then, a significant financial impact if Miami under-enrolls a class.

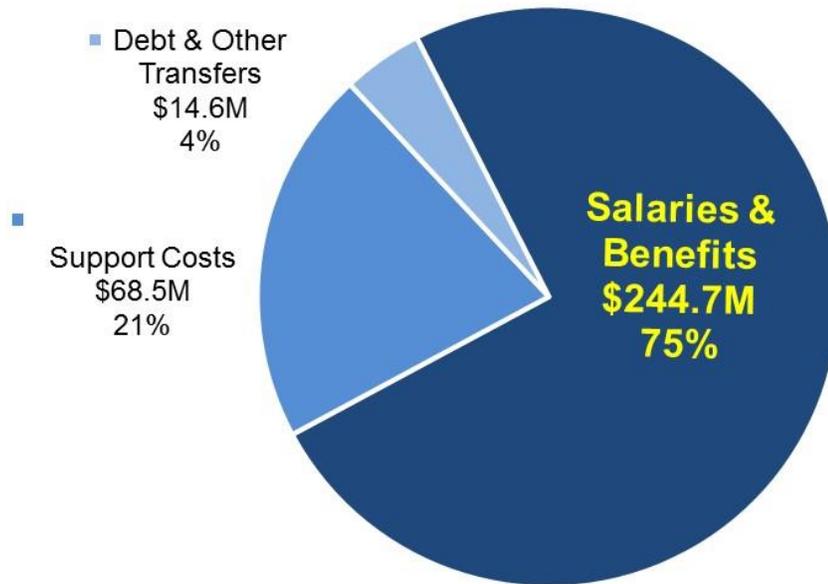
Figure 19: TUITION DEPENDENT - E&G UNRESTRICTED REVENUE BUDGET



Unrestricted E&G Includes designated funds. Source: MU Budget & Finance Office

Salaries and benefits account for 75% of the University’s expenditures (*Figure 20*). Of the \$244.7M for salaries and benefits, faculty salaries are \$83.8M (34%) of that total, unclassified staff is \$58.4M (24%), classified is \$27.2 (11%), GA/TA is \$10.3M (4.2%), benefits are \$65M (24%). Total faculty compensation (salaries and benefits) represents nearly 47% of the total.

Figure 20: FY2016 Oxford E&G Budget by Expense Category
(Excludes scholarships, fellowships waivers & general fee)

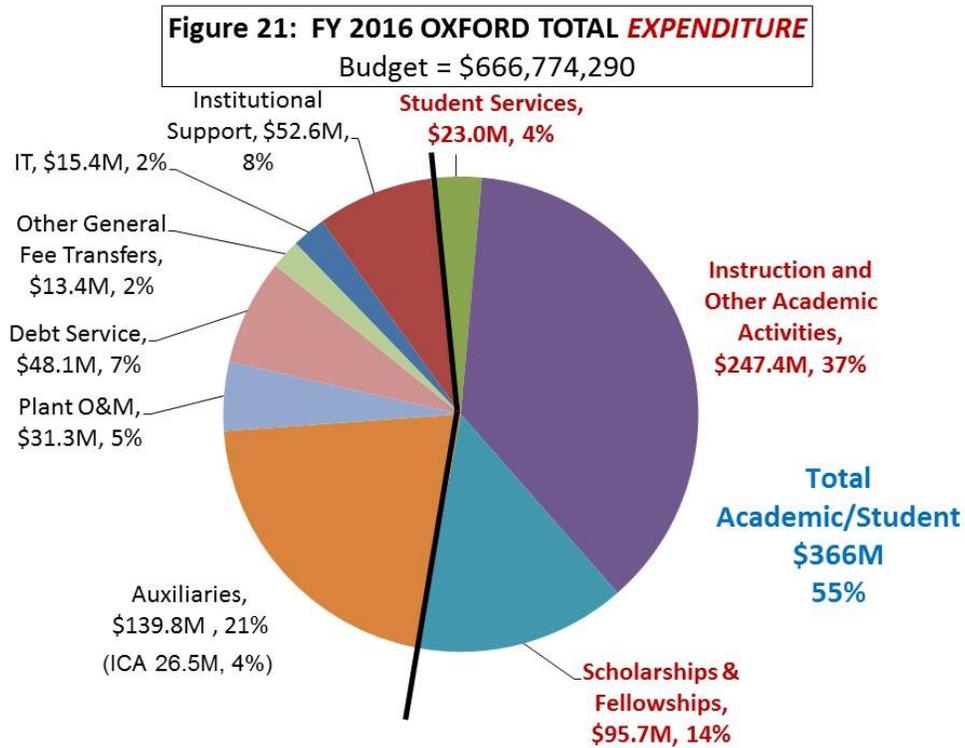


*** Greatest Expense Category is Personnel**

It is also important to recognize that salary and benefit increases must be budgeted with permanent, projected incoming revenue dollars—funds available in perpetuity—and cannot be funded from one-time monies, reserves, roll-over funds, or funds restricted by the state for other uses. For every 1% increase in salary, the university must generate an additional \$2.45M in revenue—every year into the future. The 3% salary increment recently approved for Miami’s faculty and staff for the 2016-17 year will add another \$7.35M to the university expense budget, in addition to last year’s 3.0%. In addition, there is the additional 1% in Faculty Market Adjustment funds distributed in 2014, 2015, and 2016. These additional monies must be generated every year.

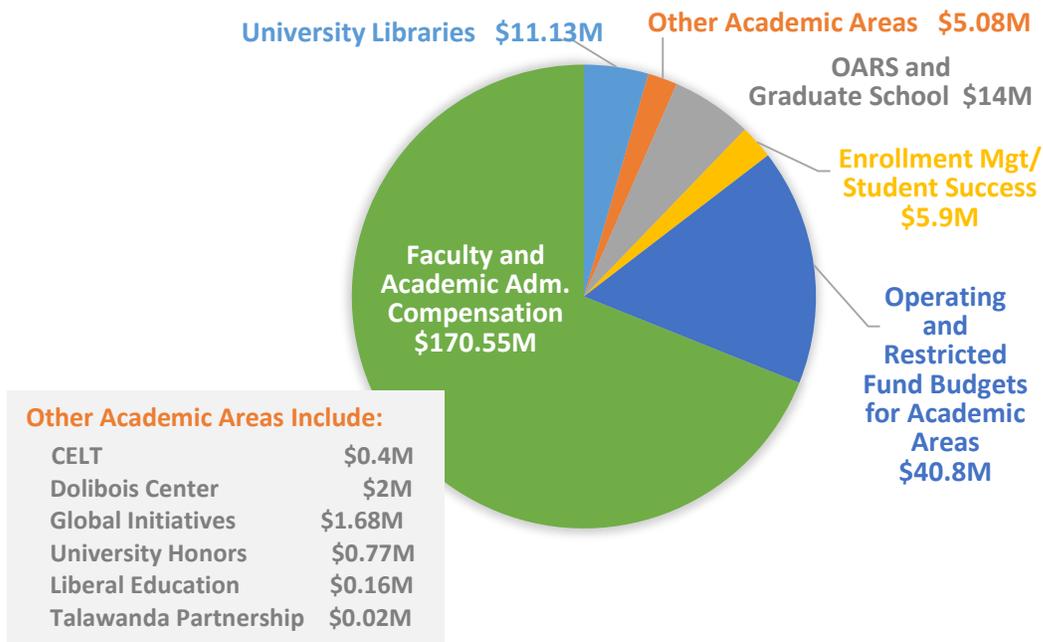
As noted in October, the total dollars expended on **Academic and Student Support** (including academic activities, student support and scholarships/fellowships) is \$366M or 55% of Miami’s total expenditures (*Figure 21*).

As the highest priority for the university, academic support comprises 37% of the university’s total expenditures—not 25% as noted in the questions submitted to the Provost.

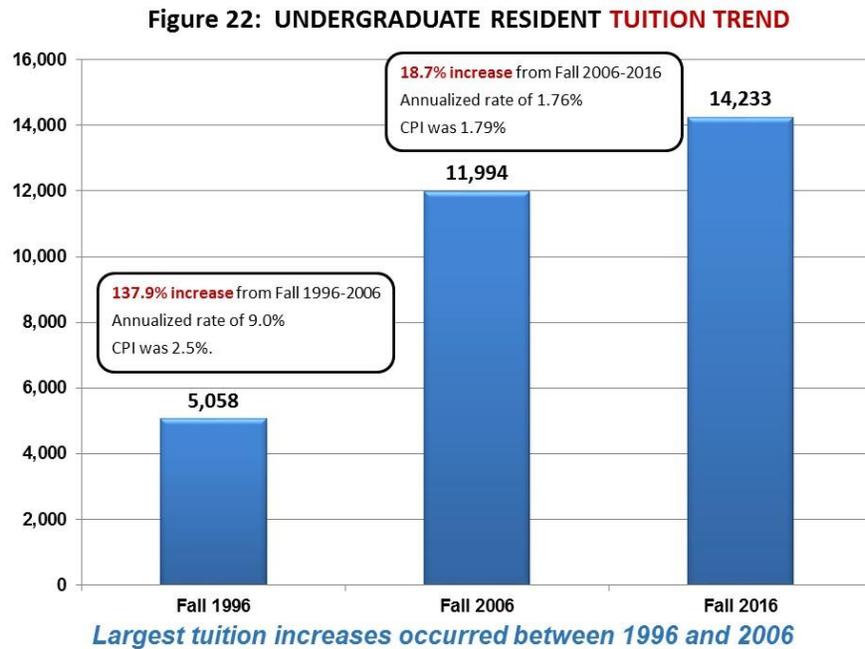


The **Instruction and Other Academic Activities** category includes faculty salaries (\$83.8M), benefits and the expenses related to all other academic offices and activities including:

Instruction and Other Academic Activities
\$247.4M, 37%

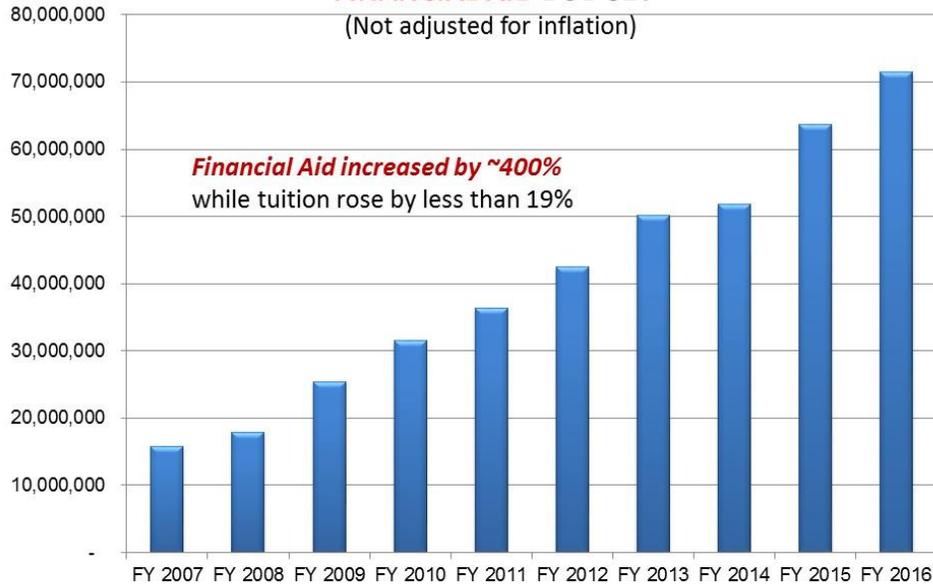


Contrary to the implication in the questions, Miami has worked hard over the past 10 years to keep tuition increases low. *Figure 22* shows that the tuition rate over the past 10 years (2006–2016) has experienced significantly less growth than in the previous 10 years, i.e. an 18.7% increase since 2006, compared with an increase of 137.9% increase between 1996-2006.



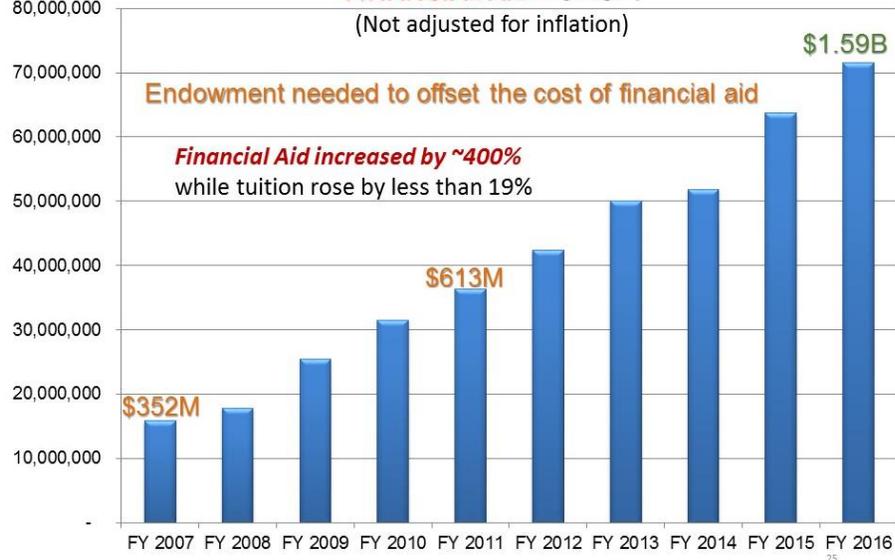
Although there has been a much lower rate of tuition increase since 2006, Miami continued to make funding financial aid a priority. (*Figure 23*).

Figure 23: TRENDS IN UNDERGRADUATE FINANCIAL AID BUDGET



For perspective, the size of the endowment that would be required to fully fund financial aid at the University’s current level is shown in *Figure 24*. Miami has identified scholarship as a priority for fund raising efforts and raised over \$50 million in scholarship support in response to a Task Force of Efficiency and Sustainability recommendation in 2010-2012. In 2013, the University kicked off a five-year \$100M Miami Promise scholarship fundraising campaign that has raised \$32.3M to date.

Figure 24: TRENDS IN UNDERGRADUATE FINANCIAL AID BUDGET



Benefits

Among the questions submitted were statements regarding Miami's employee benefits, and the benefits provided by an institution are important to determining—and comparing—overall compensation for faculty and staff. One way to gauge benefits is by an institution's rate of benefits cost. According to recent data, Miami University pays a 40.5% rate of the benefits cost. Miami is conducting further detailed analysis to determine the impact of benefits on total faculty compensation and more information will be available during the budget and finance presentation in the fall.

FACULTY SALARY & BENEFITS

Benefits (FY 2016)

- Miami University pays a fringe benefit cost = **40.5%**
- Highest reported benefit rate of Ohio public doctoral institutions*
- Fifth (5th) for all public doctoral universities nationally
 - Universities with higher benefit rates include:
 - Western Michael
 - Louisiana Tech
 - Oregon State
 - University of Oregon

Out-of-Network Coverage

One question on the list pertained to Miami's medical benefits.

- What is the financial rationale for continuing to shift costs to the staff and faculty to such an extent that there is now no out-of-pocket maximum in our current benefits package for out-of-network care...?

Miami's Benefits Committee Chair, Melissa Thomasson, and Ex Officio Committee member and Interim Director of Human Resources, Dawn Fahner, presented information on benefits to University Senate in February 2016. Highlights of that presentation include:

- The Benefits Committee worked with health insurance consultants identified through an RFP process to bring Miami's plan more in line with benchmarks and reduced spending over several years.
- The goal of the committee has also been to use data to reduce spending by encouraging members to consider *value* when selecting providers.
- The hospital tiering system was developed with emphasis on value, i.e. better health outcomes at equal or lower cost. The advantage to employees is they get better care and health care costs are lower.
- McCullough Hyde coverage has *not* changed under the tiering system.
- Miami's on-campus health clinic is available to employees and their families enrolled in Miami's health plan at **no charge**.

In February, Professor Thomasson and Ms. Fahner informed Senate that the Benefits Committee could not find a plan, including those offered on the government exchange, in which there was an out-of-pocket maximum when individuals choose out-of-network care. In response to the continued concern regarding Miami University's **out-of-network coverage benefits** as compared to other colleges and

universities in the state, though, Ms. Fahner contacted her counterparts at other Inter-University Council (IUC) schools in Ohio to review their plans.

Miami learned there was a discrepancy regarding how the out-of-network, out-of-pocket maximum benefits at other schools were described in February. While it is accurate to state that there are no true out-of-pocket maximums at any university because employees in all plans are responsible for any charges that are balance-billed for services not covered by the plans, **there are out-of-pocket limits at other universities—meaning that at some level of expenditure, other universities do pick up more of the employee's share of coinsurance.** Ms. Fahner will be sharing this updated information with Miami's Benefits Committee which will review this benchmarking data closely as it proposes plan design recommendations for 2017.

Shriver Center

There were questions related to the budgeting of the Shriver Center renovations.

- What research has been done that suggests that the university needs another auditorium in Shriver Center as opposed to, say, another real theater, or a dedicated faculty space like the old 1809 Room?
- How much are faculty, staff, and students being consulted as these decisions are made?

More information regarding this topic and facilities planning will likely be part of the fall presentation regarding budget and finances. For this report, Cody Powell, Associate Vice President for Facility Planning and Operations, John Seibert, Director of Planning, Architecture and Engineering, and David Creamer explain the Shriver decisions below.

The University's facilities planning function relies on a variety of sources when planning and prioritizing construction projects. For example, in the last couple of years, every college and school has participated in interviews with facility planners about academic facility priorities. Other important sources for planning include space requests that are considered by the Space Utilization Committee and space studies performed by the Office of Planning, Architecture and Engineering in the Physical Facilities Department.

As to why the Shriver Center is being renovated, there are several reasons for the project. Following the relocation of several functions from the Shriver Center to the Armstrong Student Center, major portions of the building were vacated. Since many of these spaces were highly customized for the previous tenants, the spaces were not immediately suitable for other occupants and have remained vacant. Furthermore, most of the systems supporting the building are at the end of their useful lives and need to be replaced and configured to meet the needs of the new occupants.

*Three new campus functions with significant space constraints will occupy the building following the completion of the project - the Rinella Learning Center, Student Disability Services and the welcome center for prospective students and their families. In addition to a major investment in the building infrastructure, the previously vacated spaces are being renovated to accommodate these activities. The building will also continue to accommodate the bookstore and provide conference and meeting space for the University. **The auditorium is only a small part of the project and will serve as a gathering place for prospective students and families and be available for other meetings and events for the entire campus.** Smaller auditorium spaces are limited in their availability on campus.*

*How fast projects move forward is often dependent on funding and there are unique funding sources that apply to each project. The **Shriver Center is unique in that it is financially self-sufficient and does not rely on the University's general operating budget for its facility operations or for funding for capital improvement projects.** Almost 50 years ago under Chancellor Millett, Ohio's public universities were required to locally fund certain types of facilities like the Shriver Center. Through auxiliary activities such as the bookstore, the Shriver Center has not only covered the operating cost for Shriver but set aside funds for capital improvement projects. These funds are being used to improve the building's aging infrastructure and to make improvements in spaces supporting the auxiliary operations.*

In regard to the reference to a faculty gathering place, at no point during the interviews with Deans and Chairs or through the facility governance process had this type of faculty space been identified as an academic priority. Once this concern was identified, facility planners have been working with faculty committees on how to best meet this need. In regard to the condition of performance spaces on campus, these and other creative art needs were identified during discussions with Deans and Chairs as the second highest priority following math and science facilities. A preliminary assessment has been performed of these facilities and a master plan is presently being developed to better identify the exact needs and cost for these projects. Preliminary work is also being completed on possible strategies for funding the projects. Funding for some smaller projects having already been identified.

*Responding to academic facility needs like the theater are challenging due to a lack of general budget funding for these projects. Historically, student fees for room and board and student facilities were structured to include the cost of constructing and replacing these facilities. The most significant of these facilities, the **residence halls**, are the most obvious examples of how this works. **All of the funding for these projects has come from room and board revenue.** Not only do auxiliary activities like the residence halls cover 100% of their facility needs but over \$4.5 million is contributed by these operations each year in support of the general fund to cover their share of the overhead costs of operating the University.*

Funding for academic and administrative needs has historically occurred in a much different manner. Originally, tuition and state appropriations were never intended to fund major capital projects. Only in this century has the State of Ohio permitted universities to debt finance academic and administrative facilities. Instead, the biennial capital appropriation was intended to fund such projects. As Ohio was required to begin funding local projects for public schools, it has had to diminish the capital funding appropriated for public colleges and universities. The result is that funding from capital appropriations is no longer sufficient to keep up with the aging of university facilities and local funds are needed for many of these projects. Debt financing was used in the early part of this century by Miami to help with the funding of some academic facility projects like the engineering and business buildings but since this reduced resources otherwise available for other general operating budget priorities, this practice for now has been suspended. The only ongoing budget appropriation for academic facility improvements is the newly instituted classroom and lab budget that is allocated by the Office of the Provost. Other projects are dependent on the capital appropriation, gift funding and carry forward funds controlled by the Deans for these projects to proceed.

For the question regarding consultation regarding these decisions, Mr. Powell, Mr. Seibert and Dr. Creamer submitted this response:

As previously noted, every academic Dean along with many Chairs have participated in the facility planning process in the last couple of years. Two extensive master planning efforts have also been undertaken for Arts and Science and Creative Arts. Students have been heavily engaged through the student center planning process, and all projects are reviewed through the University's governance process.

FACULTY SALARIES

Miami's leadership is committed to offering **faculty compensation** (salary and benefits) that is competitive on the state and national higher education landscape. Because of the different manners in which each organization gathers and analyzes data, both the College and University Professional Association (CUPA) and American Association of University Professors (AAUP) data are used for comparisons in this report.

*Figures 25-27 present faculty salaries at Miami University compared with AAUP data released in April 2016. The **advantage** to comparing Miami salaries with AAUP data is that 1,023 schools participated (144 public doctoral institutions) in providing information for this data set. Additionally, colleges and universities provide information about benefits to AAUP. The information about benefits, though, is not included in this presentation. Careful analysis as to how other colleges and universities report benefits information needs to be completed before valid comparisons can be made. The **disadvantage** to using the AAUP salary data is that the salaries are only by rank; there are no disciplinary breakdowns. Some public doctoral institutions—the category associated with Miami—include data for professional school faculty members though Miami does not have a professional school. Finally, the AAUP data does not take into account geographic or cost-of-living differences.*

The AAUP provides the following explanation related to their faculty salary data:

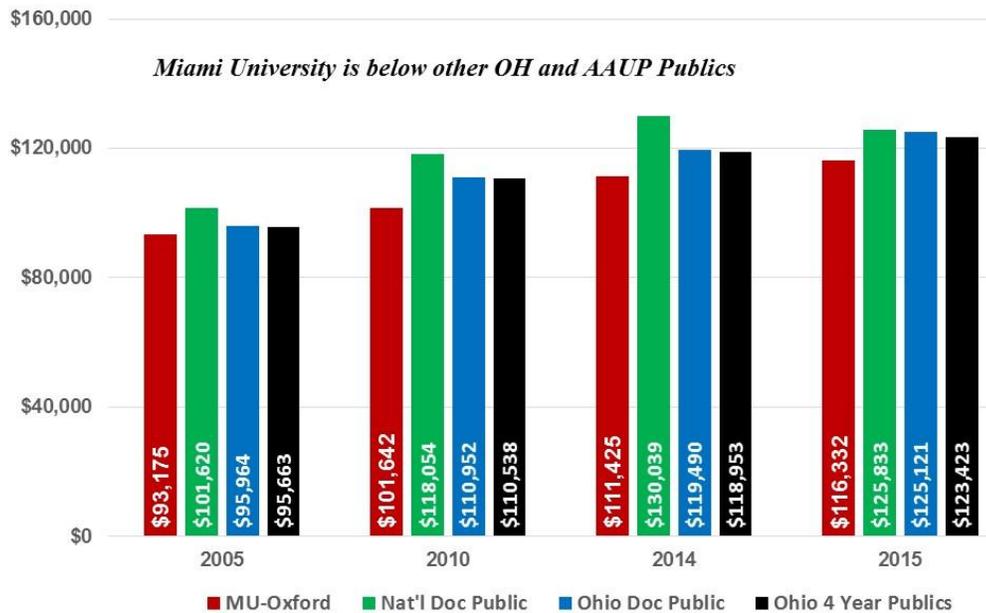
The compensation data [above] are collected annually by the American Association of University Professors. Participation in the AAUP survey is optional; 1,023 institutions submitted data for the 2015-16 academic year.

The salary and compensation data cover instructional and research staff members who work full time and whose primary role (more than 50 percent) is instruction, regardless of their official faculty status. The calculations exclude part-time faculty members, medical school faculty members, professors at military institutions who are compensated on a military pay scale, those with faculty status who are primarily administrative officers, and graduate teaching assistants. Some institutions include data for professional school faculty members.

Salary figures exclude summer teaching, stipends and other non-contracted forms of remuneration. When instructors are compensated for 11 or 12 months' work, their salaries are adjusted to a nine-month academic-year basis. Salary figures are rounded to the nearest \$100.

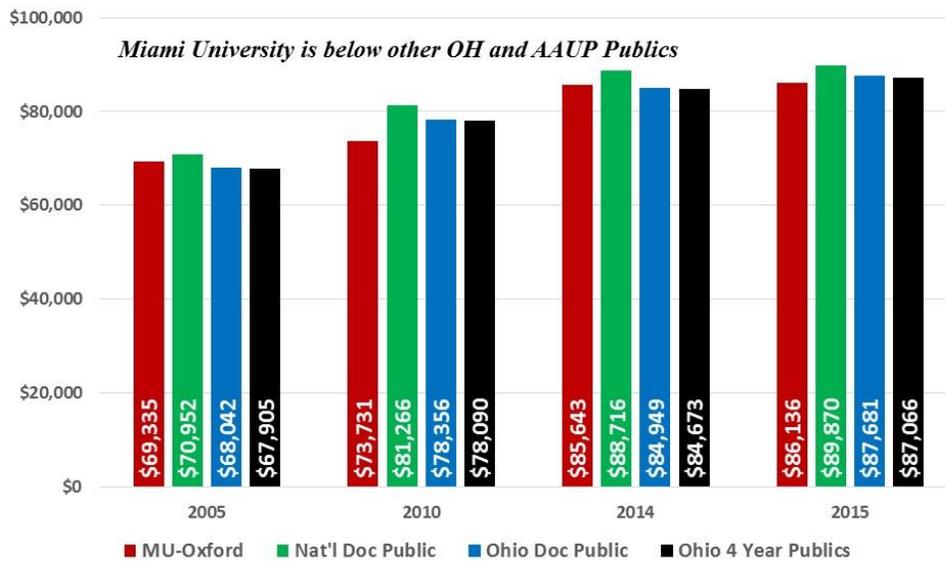
Based on the AAUP data, the average salary for full professors at Miami is below other Ohio public doctoral and four-year public universities and AAUP public doctoral institutions. It is clear from the historical data that Miami has made steady progress, though, even while the average professor salaries declined at national public doctoral institutions. One reason for the increases in the average salary for Miami professors is the two years of additional market adjustment funds the University provided in both 2015 and 2016. These additional funds were only available for faculty at the full or associate professor rank.

Figure 25: PROFESSOR AVERAGE SALARY COMPARISON



The average salary for associate professors at Miami is below AAUP national publics and is just below Ohio public doctoral and four-year public institutions. The additional salary market adjustment funds set aside for faculty in 2014 and 2015 assisted in addressing compression and inversion issues.

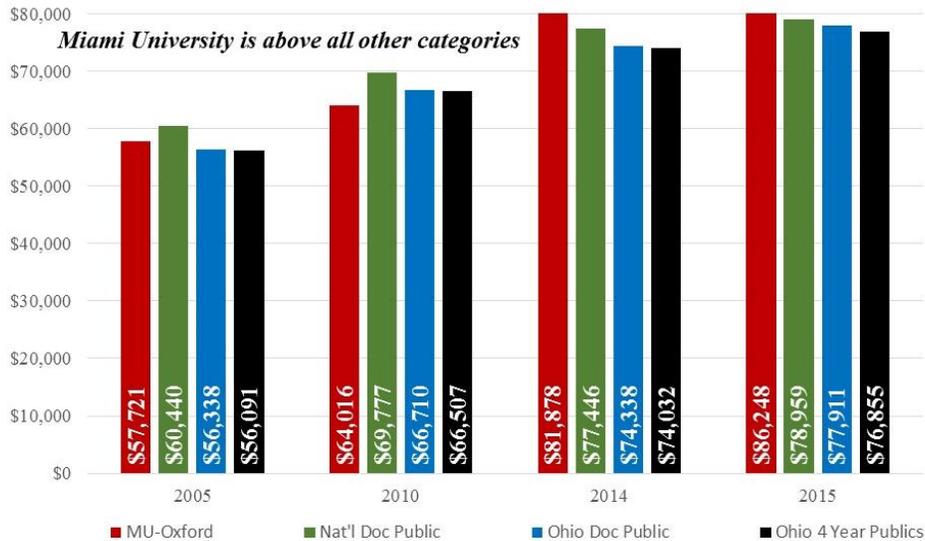
Figure 26: ASSOCIATE PROFESSOR AVERAGE SALARY COMPARISON



A third year of market adjustment funds will be directed to faculty salaries this year and will be reflected in 2016 data and comparisons.

According to the AAUP data, the average salary for assistant professors at Miami University remains above national doctoral publics, Ohio public doctoral and four-year public institutions, having surpassed those categories over the past few years.

Figure 27: ASSISTANT PROFESSOR AVERAGE SALARY COMPARISON



Given the limitations associated with comparing faculty information using AAUP data (see notes for *Figure 25*), Miami also analyzed data from the College and University Professional Association (CUPA) for Human Resources.

The major *advantage* to using CUPA data is that it allows for comparing salaries by discipline and by cognate areas in the CAS. As was the case with AAUP data, CUPA data does not take into account geographic or cost-of-living differences. The major disadvantage is that fewer schools participate, though there is a very good representation of Ohio schools in this data:

Ohio State University
Kent State University
University of Cincinnati
University of Akron
Youngstown State University

Bowling Green State University
Ohio University
University of Toledo
Wright State University

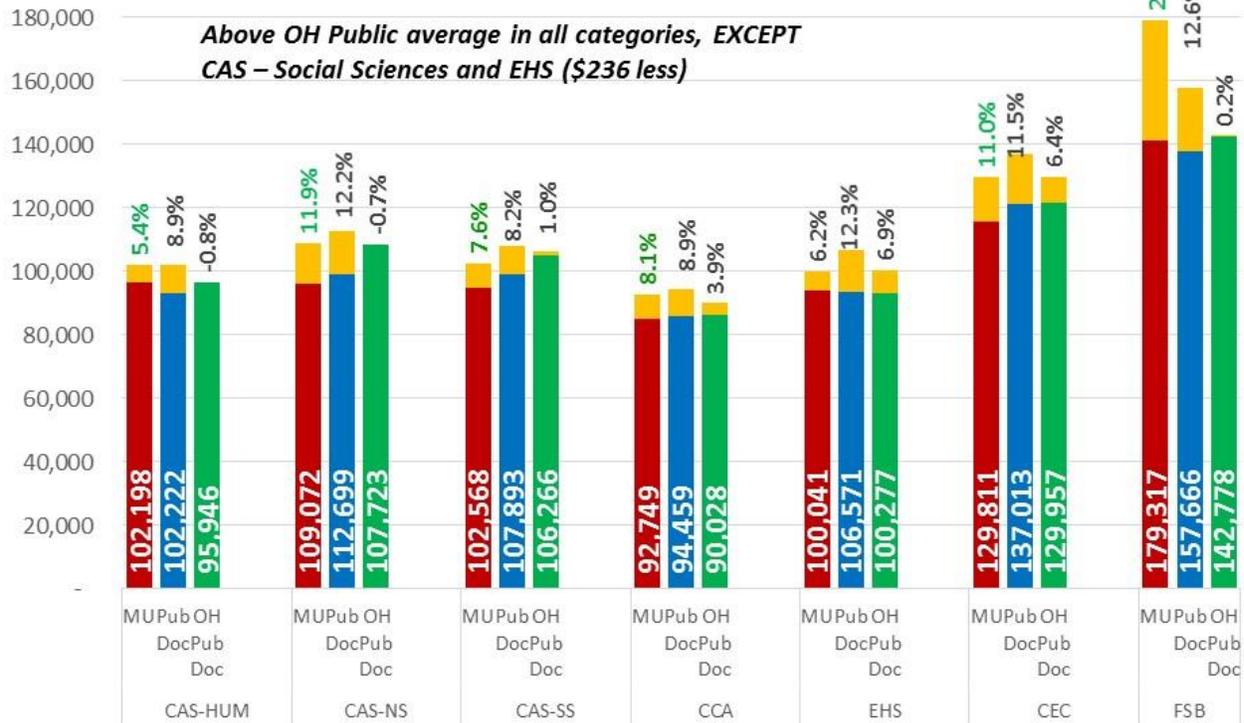
Figures 28-30 show salary data comparisons by division and by cognate areas in the College of Arts and Science. The design and information for the graphs include:

- **Red** bars are Miami University
- **Blue** bars are national public doctoral institutions
- **Green** bars are Ohio public institutions
- **2015 salary info** is shown in *white text* in each of these bars
- The **yellow** bars show the **% change in salary since 2010**. It is *not* the average increment pool.

- When the percent change in average salary is greater than the percent change in salary from other Ohio public institutions, the percent change is shown in **green text**.
- During this period, salaries were impacted by two years in which there were no increment increases, i.e. in AY 2009-10 and 2010-11, during the severe financial downturn. Since AY 2011-12, Miami has approved increments every year, including two years of additional market adjustments for associate and full professors. A third year of market adjustments this year will be reflected in next year’s comparison data.

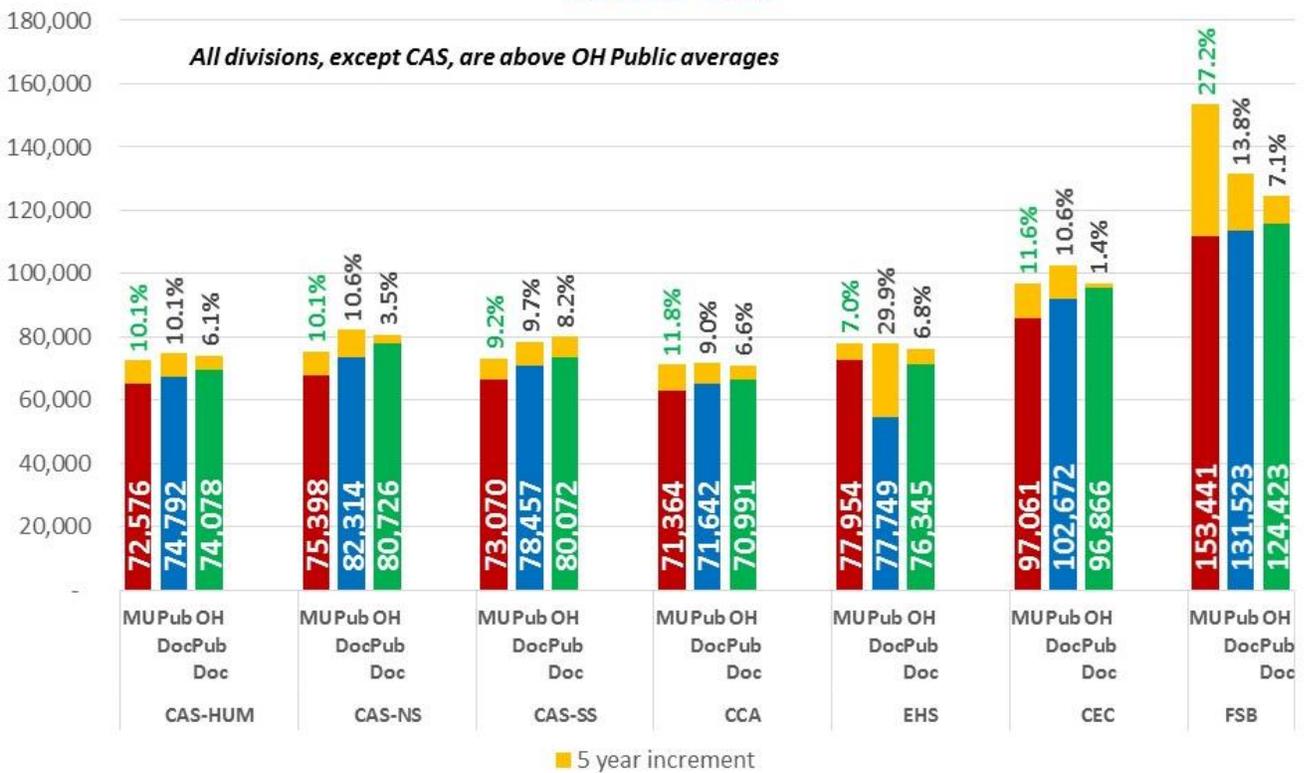
Comparing faculty salaries using the more discipline-specific CUPA data shows that, on average, Miami University professors (red bars) earn salaries above the average compared to other Ohio publics (green bars) except in the Social Sciences (CAS-SS) and in EHS (average salary is only \$236 less) but less than national public doctoral institutions (blue bars). Professors’ salaries in the FSB are also above the national public doctoral institutions.

Figure 28: MU Oxford vs. Public Doctoral vs. Ohio Public Doctoral (CUPA)
 Average **Professor** Salaries showing Incremental Growth
 Fall 2010 - 2015



The CUPA data also shows that, on average, Miami University associate professors earn salaries above the averages for other Ohio publics except in the CAS (Figure 29), while the percent change in salary for all units, on average, is greater than other Ohio publics. Salaries in FSB are higher than both Ohio and public comparison institutions.

Figure 29: MU Oxford vs. Public Doctoral vs. Ohio Public Doctoral (CUPA)
Average Associate Professor Salaries showing Incremental Growth
Fall 2010 - 2015



CUPA data show that, on average, assistant professors in the Natural Science and Social Science areas of CAS and assistant professors in CEC are below the average salaries in both Ohio and national public institutions. Assistant professors in CCA are above Ohio public averages but below national doctorals. Assistant professors in the Humanities in CAS, as well as assistant professors in EHS, are above Ohio public averages, but below national doctorals. FSB assistant professors are above both categories.

Figure 30: MU Oxford vs. Public Doctoral vs. Ohio Public Doctoral (CUPA)
Average Assistant Professor Salaries showing Incremental Growth
Fall 2010 - 2015

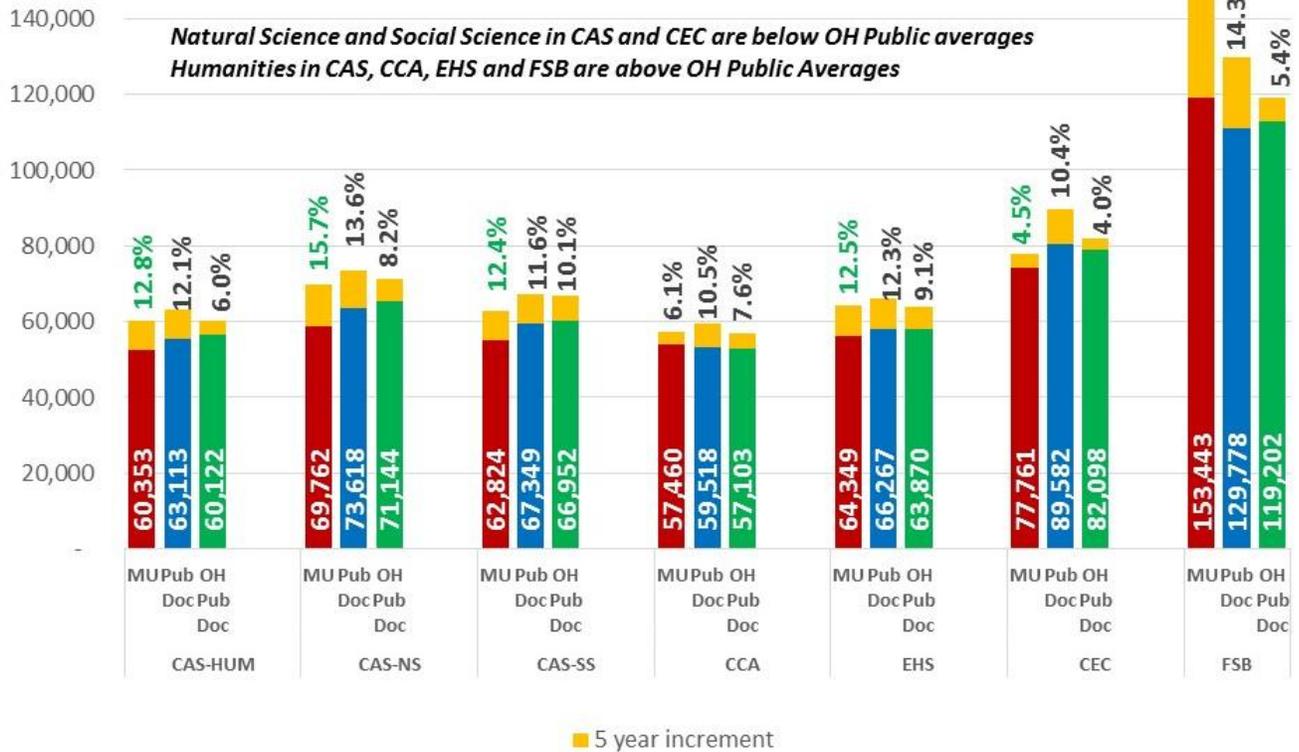
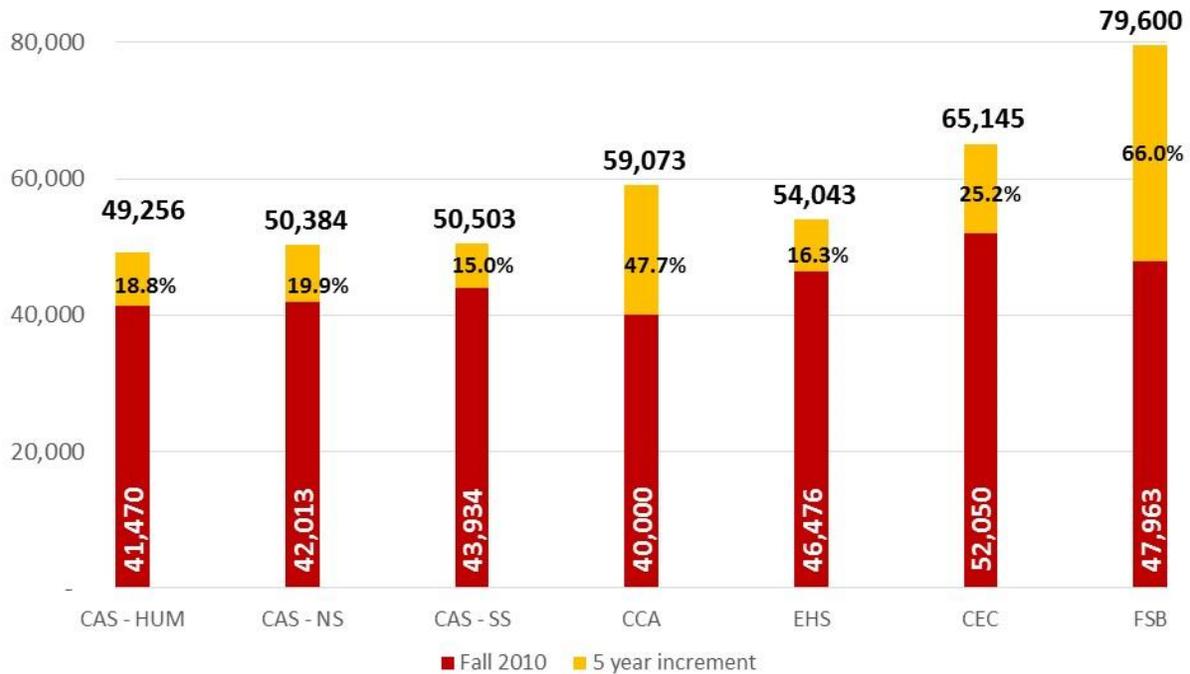


Figure 31 shows the average salary of **Miami LPCL faculty**, per division and cognate areas, and any changes in the past five years. The average salary (in dollars) in 2015, for cognate area in CAS as well as in the other Oxford academic divisions, are shown in **black text** above the bars, with the **yellow bars** indicating the percent change since 2010. Average salary data for 2010 are shown in **white text** in the **red bars**.

Comparable data information is currently unavailable as both AAUP and CUPA assign these positions differently in their data. Miami will conduct comparisons against benchmarks for this group as well when reliable data sets are available for comparisons.

**Figure 31: Average LCPL Salaries showing Incremental Growth
Fall 2010 - 2015**



Athletic Salaries

One question submitted to the Provost pertained to Athletics:

- The Athletic Director, in his summer presentation to the Board of Trustees, presented data showing that the average pay raise for staff in the Athletic Department is over 5% while the average pay raise for faculty has been just over 2% and for staff under 2%. This disparity has not been publicly discussed or justified. Especially given the department's \$20+ million annual loss (a loss subsidized primarily by student fees), how can the disparity be defended?

According to David Creamer and David Sayler, Director of Intercollegiate Athletics, the disparity is not a result of larger annual increments but market corrections at the time the new football and basketball coaches were hired in order to be more competitive with other Mid-American Conference schools.

Specifically, Davis Sayler provided the following explanation:

It is important to note that the data in question in this report is a snapshot in time that compares numbers 10 years apart and, as such, there are multiple factors in play that could affect the numbers in various ways. The largest and most significant contributor to the larger % growth in salary within ICA during this span of 10 years was market corrections at the time new football and basketball coaches were hired during the 10-year span—it did not happen as a result of larger annual increments over time. Miami had fallen to the bottom of the MAC in these two sports and there was no way to successfully recruit candidates at the previous coaches' salaries given where the market

had gone. This market correction is true for the assistant coaches that have been hired in football's nine assistants and men's basketball's three. ICA works within the same increment pool awarded by the University as does every other unit on campus.

Faculty Salaries - Summary

Investing in and supporting our faculty and providing salary and benefits compensation that are competitive at both the state and national levels remain priorities for the University. Direct comparisons are difficult because doctoral universities may include some professional school salaries in their data and there are no adjustments for cost-of-living differences. By using both the CUPA and AAUP data, though, we can get fairly accurate comparative data—data that can guide future discussions and decisions regarding faculty compensation.

When administrators learned that the university had fallen behind in faculty salary competitiveness a few years ago, Miami initiated the following:

- Strived to award annual salary increments that are consistently in line with or above the average of other Ohio public institutions.
- Increased the promotion and tenure award amounts for both Associate Professors and Full Professors—\$6,000 for tenure and promotion to Associate Professor; \$9,000 for promotion to Full Professor.
- Committed to a three-year faculty salary market adjustment plan, whereby an additional 1%, approximately \$700K, was allocated each year for targeted adjustments to Associate and Full Professor salaries.

From the data, it is clear that these initiatives have had an impact as Miami salaries improved over the past few years. While there certainly are areas for continued improvement, Miami's salaries in many areas are gaining ground and are now in-line with comparable national and state institutions.

In some areas, such as our Assistant Professor salaries, Miami appears to be competitive both nationally and within the state of Ohio. In others, particularly salaries at the Full Professor level, there remains a need for targeted improvements. Miami's third round of faculty salary market adjustment funds, to be allocated in 2016, should have a positive impact that will be apparent when new data is reported next year. The Provost will work with Miami's new President and the Deans over the next year to continue the progress to improve faculty salaries.

ADMINISTRATIVE AND OTHER STAFFING

Questions submitted to the Provost also included queries regarding the University's growth in administrative staffing. Based on staffing information from Miami's Institution Research there has actually **not been administrative growth**. The data presented includes all personnel identified as either unclassified or classified staff and includes all University areas on the Oxford campus.

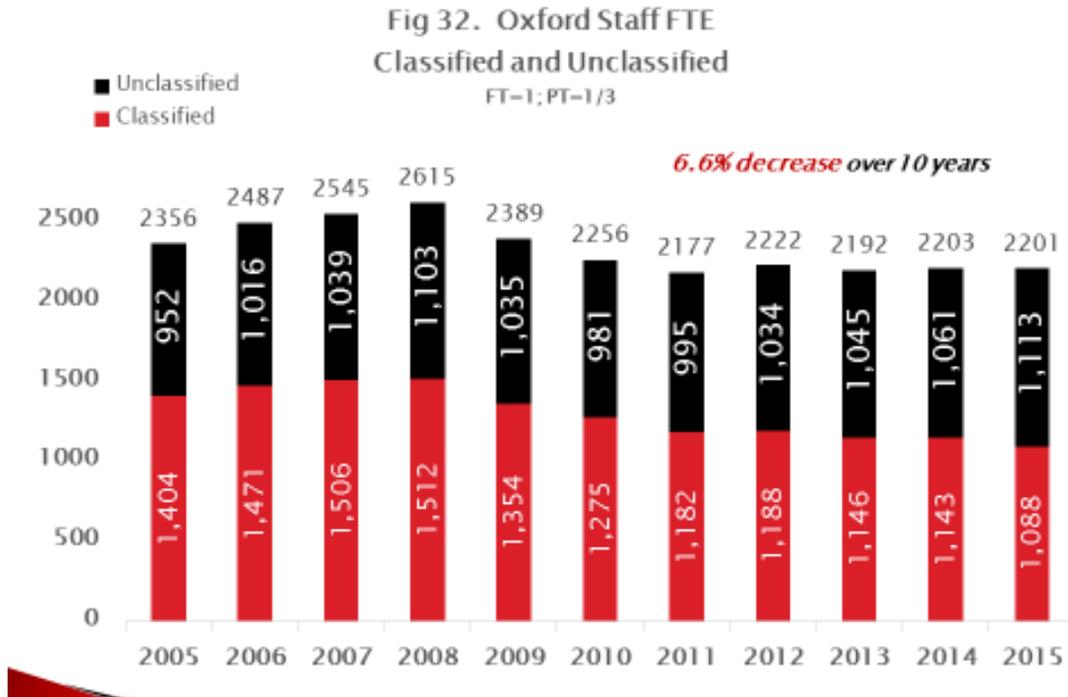
Miami strives to maintain an effective staff/faculty ratio. The staff to faculty ratio is an important indicator of support for faculty member commitments to students. In *Table 1*, the Miami's staff/faculty ratio is compared to some of benchmark and other Ohio universities. While Miami's revenue per FTE

is below some of our benchmarks, i.e. William and Mary and Clemson, our staff/faculty ratio is in line with these universities and is similar to other Ohio institutions, with the exception of BGSU and UC, who have a slightly lower staff to faculty ratio rate likely because of outsourced student services, e.g. dining services.

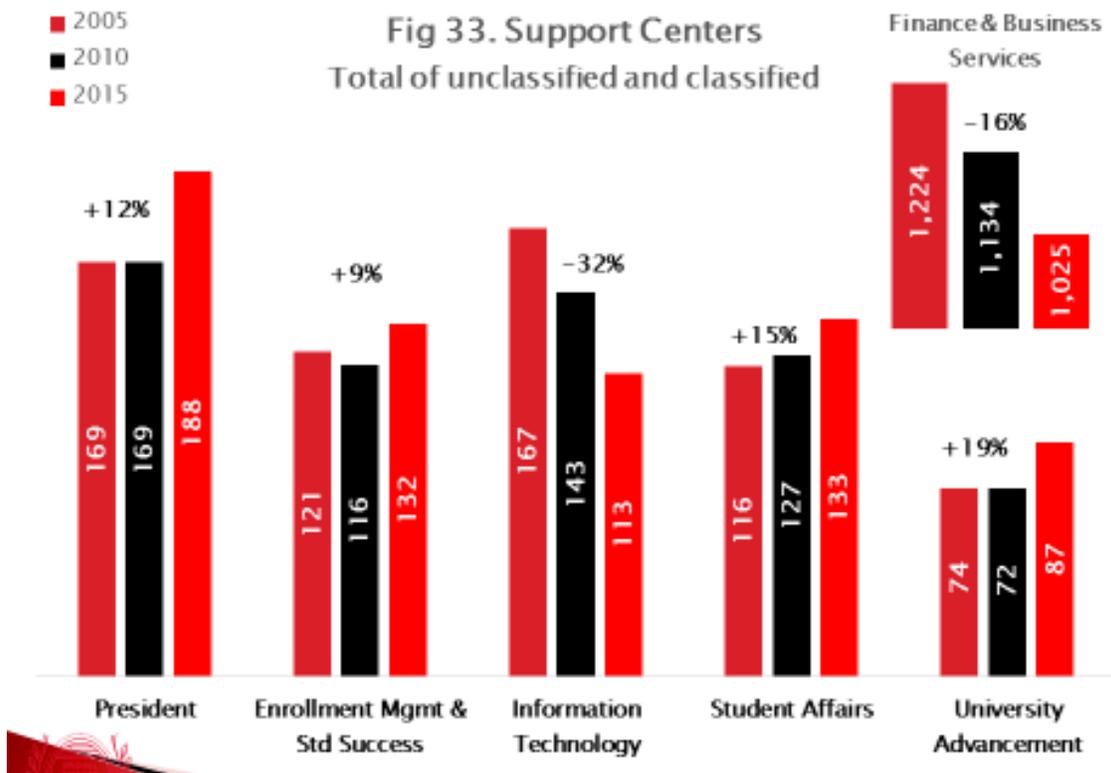
Table 1: Comparison Revenues and Staff/Faculty Ratio

College / University	Revenue (Tuition, SSI, Investment Income)*	Revenue per FTE	Staff / Faculty Ratio
Ohio State	\$2,854,666,000	\$46,440	6.2
William & Mary	\$328,125,315	\$39,557	2.2
Clemson U	\$700,228,842	\$32,853	2.2
U Cincinnati	\$1,017,165,708	32,292	1.6
U New Hampshire	\$469,396,480	\$31,360	2.4
Miami U	\$485,075,151	\$26,613	2.2
SUNY – Binghamton	\$369,495,280	\$23,408	2.2
Ohio U	\$587,646,767	\$21,751	2.3
Bowling Green	\$289,071,094	\$17,918	1.7

Miami's unclassified and classified numbers have actually decreased over the past 10 years. *Figure 32* shows **the changes in the number of unclassified (black section of the bar) and classified staff (red portion of the bar)** in several support areas. The number of employees is shown in white text inside each section and the total number is shown above the bar.



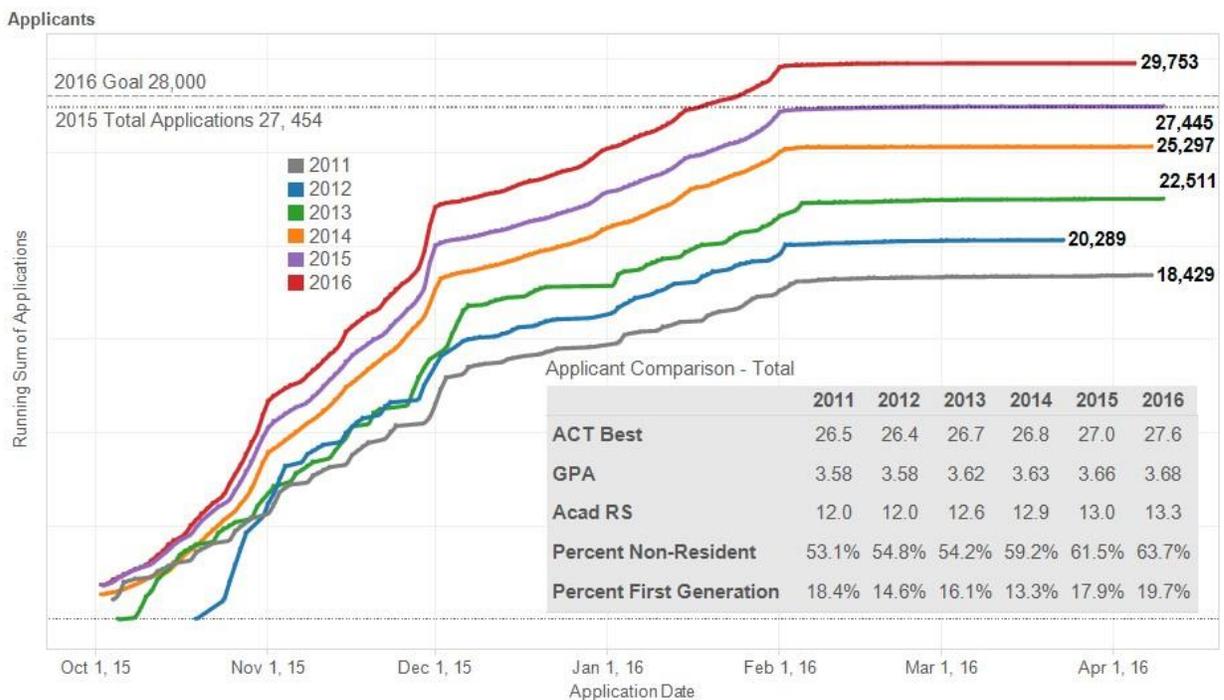
There has been an overall decrease of 6.6% in the number of staff (*Figure 32*) and, as is typical in any institution, there has been growth in some areas and a decrease in others (*Figure 33*).



The increase in staff listed under the President’s Office includes the addition of a second attorney, a paralegal (there has been increased demand due to compliance and regulatory issues and faculty and staff immigration hiring), and primarily growth in University Communication and Marketing. Student Affairs growth includes additional staffing in student counseling services, a Title IX officer and other staffing related to ADA compliance and other positions needed to ensure we are able to respond to federal mandates. Because of the increased focus on fundraising efforts to support the University and students, University Advancement has also seen an increase in staff. At the same time, there have been declines in both Finance and Business Services and in Information Technology.

The growth in Enrollment Management and Student Success (EMSS) and University Communications and Marketing (UCM) are a direct result of the focus on developing effective, sustainable enrollment strategies to recruit and secure our target enrollment objectives for each year’s class. Given Miami’s dependence on tuition for revenue (*Figure 19*), these efforts are critical—and have been successful. The growth in staffing and focus on EMSS and UCM have produced positive outcomes. There has been a **steady increase in the number of applications** to Miami University over the past six years (*Figure 34*) and, importantly, diversity, quality and the geographic location of the applicant pool have also steadily increased (*Figure 34 and Tables 3 and 4*). This has been accomplished through the direct efforts of the Office of Admission (within EMSS) working with UCM, which is appealing to a more diverse demographic from a broader geographic area. These two units are marketing Miami’s quality and this has resulted in a substantial growth in a very competitive application field.⁴

Figure 33: Impact of EMSS and UCM Growth



The number of admissions, the academic strengths and diversity of students (geographically and domestic students of color) **admitted to Miami** have increased over the past eight years (*Table 3*).

Table 3: Impact of EMSS and UCM Growth
2009 - 2016 **Admits**

Year	Admits	ACT Best	GPA	Curriculum Strength	Non-Resident	Students of Color
2009	13,258	27.1	3.69	12.5	48.3%	11.6%
2011	13,703	27.1	3.70	12.8	51.4%	13.1%
2013	15,034	27.9	3.77	13.9	53.6%	13.4%
2014	16,657	28.3	3.79	14.2	58.3%	13.6%
2015	17,980	28.4	3.81	14.3	60.1%	13.4%
2016	19,361	29.0	3.86	14.8	62.1%	14.2%

The quality, as well as the diversity of students (both geographically and domestic students of color) who **enrolled at Miami** have also increased over time (*Table 4*).

Table 4: Impact of EMSS and UCM Growth
2009 - 2016 **Enrolled**

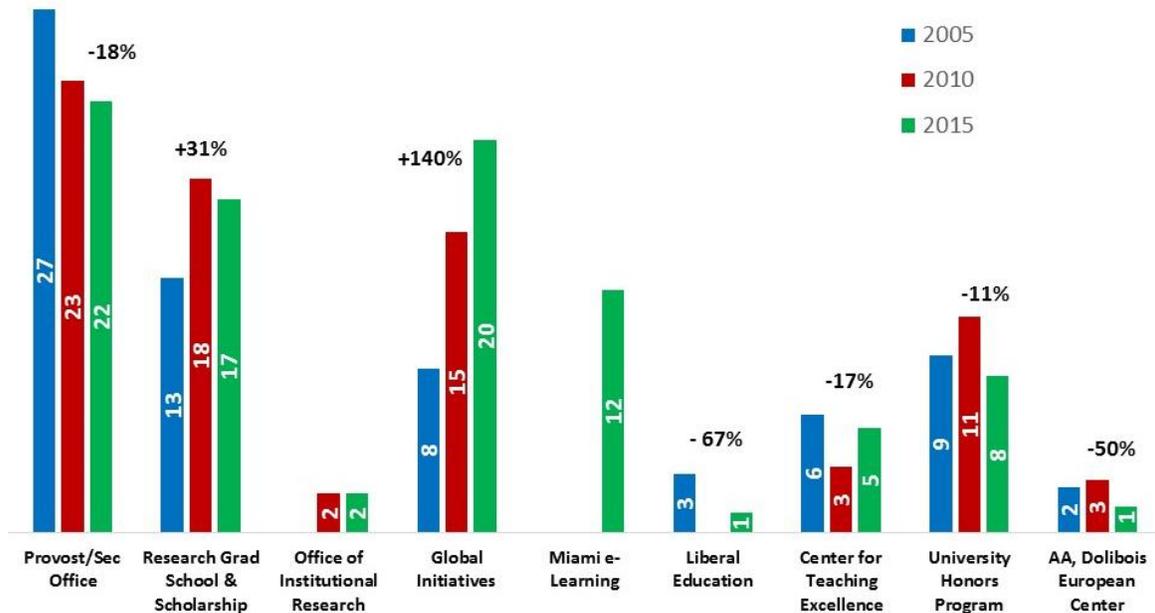
Year	Enrolled	ACT Best	GPA	Curriculum Strength	Non-Resident	Students of Color
2009	3,240	26.1	3.65	11.4	32.0%	11.7%
2011	3,581	26.4	3.65	11.9	37.6%	11.8%
2013	3,644	27.5	3.72	13.4	39.2%	13.2%
2014	3,641	27.6	3.70	13.2	43.3%	13.0%
2015	3,806	28.0	3.75	13.7	44.1%	13.7%

Miami remains committed to increasing financial aid assistance for students. The University recently initiated a significant, additional **need-based financial aid** initiative for accepted Ohio students for Fall 2016. Because Miami is tuition-dependent for revenue, this effort is possible, in part, because of recent, strategic marketing and admission recruitment efforts and highly successful enrollment yields over the past few years. Miami is projecting to spend an additional \$1.2 - \$1.5M for this need-based aid initiative, making Miami more accessible to those with financial need.

Need-Based Aid Fall, 2016	
Recipients	<ul style="list-style-type: none"> • Ohio residents • All Pell eligible students (EFC of approximately \$5,200 or less) • Other targeted audiences with minimal EFC
Awards	<ul style="list-style-type: none"> • \$4,000 award amounts • Renewable for four years • Stack on top of all other awards <ul style="list-style-type: none"> • Merit, Bridges, UASP, etc. • Miami Access Fellows – awards stack to assist with room
<i>(EFC – Expected Family Contribution)</i>	

Figures 34 and 35 show the administrative staffing changes in academic areas and divisions. These areas also have experienced increases and decreases in unclassified and classified staff.

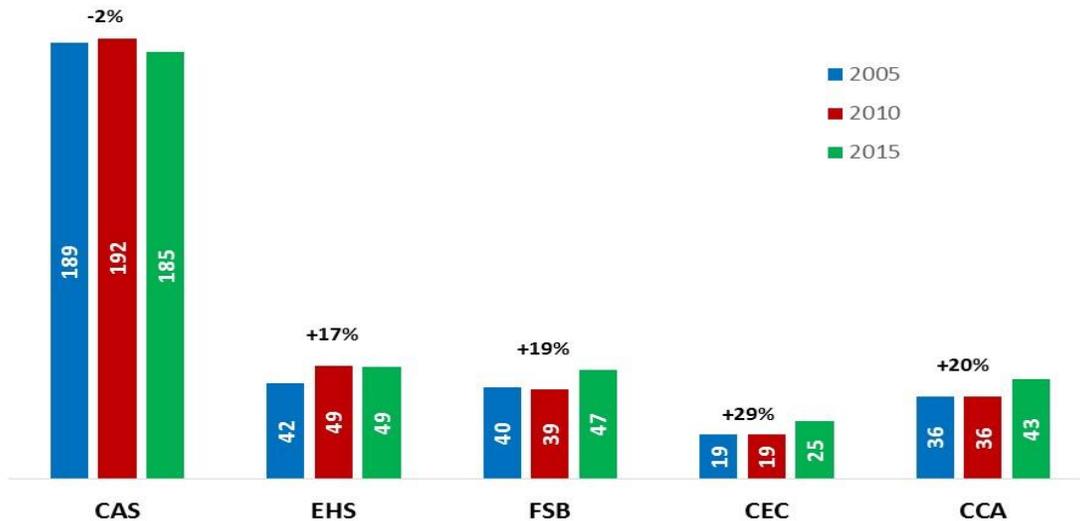
Figure 34: ACADEMIC AFFAIRS SUPPORT CENTERS
Total of unclassified and classified



The growth in Global Initiatives is consistent with the growth in the international student population, and the growth in e-learning includes the shift of staffing resources from other areas. Please note that some positions are funded from external sources, e.g. indirect costs fund some positions in OARS.

Figure 35 depicts the number of classified and unclassified staff by academic divisions, including academic administrative support within academic departments.

Figure 35: ACADEMIC DIVISION STAFF
Total of unclassified and classified



SOURCES / REFERENCES

1. Miami University Office of Institutional Research (OIR) provided all data from these reporting services:
 - a. College and University Professional Association (CUPA) for Human Resources, CUPA-HR Salary Survey of Four-Year Faculty in Higher Education, 2015-16, 2010-11
 - b. Integrated Postsecondary Education Data System (IPEDS), FY 15 and FY15 Finance and Human Resources Surveys
 - c. American Association of University Professors (AAUP), 2015-2016 AAUP Faculty Compensation Survey, April 2016
 - d. American Association of University Professors (AAUP), Academe, March-April 2015 and March-April 2016
2. Miami University Office of Finance and Business Services
3. Miami University Academic Personnel
4. Miami University Enrollment Management and Student Success
 - a. Miami University Office of Admission
5. American Association of University Professors (AAUP), "Annual Report on the Economic Status of the Profession," April, 2016, <http://www.aaup.org/report/higher-education-crossroads-annual-report-economic-status-profession-2015-16/>.
6. Flaherty, Colleen, "Annual AAUP Salary Survey Says Professor Pay is up 3.4%," *Inside Higher Education*, April 12, 2016, www.insidehighereducation.com/print/news/2016/04-11/annual-aaup-salary-survey-says-professor-pay-34/.