Arkansas State University

Selected Institutional Priorities

By: G. Daniel Howard, Ph.D.
Interim Chancellor

Faculty Conference
August 18, 2010
Arkansas State University

- Accreditation
- Planning
- Faculty Salaries
- Globalization
- Safety and Security
- Construction
- Budget
- Resource Acquisition
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Accreditation

Reaffirmation of Institution-Wide Accreditation

- ASU Self-Study Steering Committee
- HLC “Minimum Standards”
- Self-Study Consultant
- Focus: Assessment and Documentation of Continuous Quality Improvement
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Planning

• Institution-Wide Strategic Plan
  ➢ Open Space Technology
  ➢ Harrison Owen
  ➢ October 14 -16

• Updating Other Plans
  ➢ Campus Facilities Master Plan
  ➢ Information Technology Plan
  ➢ Emergency and Disaster Action Plan
  ➢ Campus Safety and Security Plan
Faculty Salaries

- Faculty are the heart and soul of all colleges and universities

- Recruiting and retaining the “best and brightest” faculty is critical to fulfilling the mission, goals, and objectives of colleges and universities
• Faculty salaries at ASU are substantially **below** market value at all levels (i.e., Instructor, Assistant Professor, Associate Professor, and Professor)

• Low faculty salaries at ASU cause:
  - Inability to attract outstanding faculty members
  - High turnover of faculty and additional expenditures for faculty searches
  - Low faculty morale and a disincentive for faculty to perform at the highest levels
• Full-Time Faculty at ASU

<table>
<thead>
<tr>
<th>FY-09 Faculty Rank</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>94</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>115</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>147</td>
</tr>
<tr>
<td>Instructor</td>
<td>105</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>461</strong></td>
</tr>
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</table>
Faculty salaries are related to the nature (classification) of the university and its region in the country (2 primary sources of data)

• The Southern Region Education Board (SREB)- Composition, 16 states: Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia (www.sreb.org). Two sub-classifications:
  ❖ Masters Level III
  ❖ Doctoral Research Level II

• American Association of University Professors (AAUP)- Annual Salary Survey published in The Chronicle of Higher Education (www.chronicle.com/stats/aaup/). Two sub-classifications:
  ❖ Masters Institutions IIA
  ❖ Doctoral Institutions
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ASU Faculty Salaries vs. SREB Salaries by Faculty Rank (FY-09)

- Masters - Level III

<table>
<thead>
<tr>
<th>Faculty Rank</th>
<th>ASU</th>
<th>Est. SREB Average</th>
<th>Difference Amount</th>
<th>Difference Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>$75,343</td>
<td>$84,052</td>
<td>$(8,709)</td>
<td>(10%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>$61,720</td>
<td>$67,795</td>
<td>$(6,075)</td>
<td>(9%)</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>$53,637</td>
<td>$57,445</td>
<td>$(3,808)</td>
<td>(7%)</td>
</tr>
<tr>
<td>Instructor</td>
<td>$36,664</td>
<td>$43,258</td>
<td>$(6,594)</td>
<td>(15%)</td>
</tr>
</tbody>
</table>

- Doctoral/Research - Level II

<table>
<thead>
<tr>
<th>Faculty Rank</th>
<th>ASU</th>
<th>Est. SREB Average</th>
<th>Difference Amount</th>
<th>Difference Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>$75,343</td>
<td>$108,250</td>
<td>$(32,907)</td>
<td>(30%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>$61,720</td>
<td>$77,864</td>
<td>$(16,144)</td>
<td>(21%)</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>$53,637</td>
<td>$65,336</td>
<td>$(11,699)</td>
<td>(18%)</td>
</tr>
<tr>
<td>Instructor</td>
<td>$36,664</td>
<td>$45,355</td>
<td>$(8,691)</td>
<td>(19%)</td>
</tr>
</tbody>
</table>
ASU Faculty Salaries vs. **AAUP** Salaries by Faculty Rank (FY-09)

**• Masters Institutions IIA**

<table>
<thead>
<tr>
<th>Faculty Rank</th>
<th>ASU</th>
<th>AAUP Average</th>
<th>Difference Amount</th>
<th>Difference Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>$75,343</td>
<td>$88,357</td>
<td>($13,014)</td>
<td>(15%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>$61,720</td>
<td>$70,308</td>
<td>($8,588)</td>
<td>(12%)</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>$53,637</td>
<td>$59,416</td>
<td>($5,779)</td>
<td>(10%)</td>
</tr>
<tr>
<td>Instructor</td>
<td>$36,664</td>
<td>$43,183</td>
<td>($6,519)</td>
<td>(15%)</td>
</tr>
</tbody>
</table>

**• Doctoral Institutions**

<table>
<thead>
<tr>
<th>Faculty Rank</th>
<th>ASU</th>
<th>AAUP Average</th>
<th>Difference Amount</th>
<th>Difference Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>$75,343</td>
<td>$115,509</td>
<td>($40,166)</td>
<td>(35%)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>$61,720</td>
<td>$79,986</td>
<td>($18,266)</td>
<td>(23%)</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>$53,637</td>
<td>$68,048</td>
<td>($14,411)</td>
<td>(21%)</td>
</tr>
<tr>
<td>Instructor</td>
<td>$36,664</td>
<td>$45,491</td>
<td>($8,827)</td>
<td>(19%)</td>
</tr>
</tbody>
</table>
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Additional Funds Needed to Raise ASU Faculty Salaries to Regional & National Averages if No Salary Increases in 2009 -10

<table>
<thead>
<tr>
<th>Funds Needed to Achieve Faculty Salaries</th>
<th>Est. Salary Amount</th>
<th>Fringe at 30%</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Average</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SREB Masters Level 3</td>
<td>$ 3,791,284</td>
<td>$ 1,137,385</td>
<td>$ 4,928,669</td>
</tr>
<tr>
<td>SREB Doctoral/Research Level 2</td>
<td>$ 8,842,062</td>
<td>$ 2,652,619</td>
<td>$ 11,494,681</td>
</tr>
<tr>
<td><strong>National Average</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AAUP Masters Institutions IIA</td>
<td>$ 4,813,253</td>
<td>$ 1,443,976</td>
<td>$ 6,257,229</td>
</tr>
<tr>
<td>AAUP Doctoral Institutions</td>
<td>$ 10,245,926</td>
<td>$ 3,073,778</td>
<td>$ 13,319,704</td>
</tr>
</tbody>
</table>

- In order for ASU to compete for well-qualified faculty it must provide faculty salaries that meet or exceed the regional average.
- In order for ASU to attract the “best and brightest” faculty it must meet or exceed the national average of faculty salaries.
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Globalization

Characteristics of the Finest Institutions of Higher Education
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Globalization

- Bringing the World to ASU

- Taking ASU to the World
Globalization

• Help American students prepare better for the rigors of a globally connected and highly competitive marketplace

• Provide exposures to different perspectives, cultures, religions, music, food, customs, and traditions

• Encourage American students to strive for higher levels of performance

• Facilitate global thinking and exchanges

• Impact favorably the financial “bottom line” of the university and the community
Globalization

Projected International Student Enrollment
Fall 2010

- 1,100 = Fall Semester Onset
- 100 = Mid-October
- 1,200 = Total international
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Safety and Security
Task Force on Campus Security

• Collegiate Park Apartments
  ✓ Install vehicle and pedestrian gates
  ✓ Install video cameras and recording equipment

• Upgrade campus lighting
• Expand student patrol service
• Increase the number of emergency phones and ensure that all stations are painted red

Budgeted Funds

$350,000

• Update emergency procedures handbook
• Trim back shrubs/elevate tree canopies
• Increase safety and security messages and training on campus
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Construction (New)

- **Humanities and Social Sciences Building**
  - $32 million to $34 million
  - $4 million expended
  - Balance from state funding and/or gift(s)

- **ABI Commercialization Center (ABI-COM)**
  - ≈ $1.75 million - State funding
  - Anticipated Completion: Summer 2011

- **Railroad Overpass**
  - $17.1 million - Federal earmarks and local contributions
  - Phase I completion: January 2011 (Aggie to span one railroad track - northernmost)
  - Phase II completion: February 2012 (Matthews to span two railroad tracks - southernmost)

- **Residence Halls (Living Learning Communities)**
  - $5.76 million – bonding (100 beds)
  - ROTC - Completed
  - STEM - September 15, 2010
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Construction (Renovations)

- **Laboratories**
  - Biology
  - Chemistry
  - Engineering
  - $2 million- Federal Economic Stimulus Funds
  - Completion: May 2011

- **International English Studies Building**
  - $\approx 1.75$ million- ESL revenue
  - Phase I: Onset of fall semester 2010
  - Phase II: Onset of fall semester 2011

- **Nursing and Health Professions**
  - $350,000- Carry over and plant funds
  - Completion: January 2011
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Budget (Academic Year 2010-2011)

$132.3 million = Operating Budget
$ 26.0 million = Auxiliary Budget
$158.3 million = Total Budget

Board of Trustees Approvals
• 4% Tuition Increase
• 2% Salary Increase (On Hold)
• Second Half of Classified Pay Plan
• Faculty Equity Adjustments $100,000 (On Hold)
• Staff Equity Adjustments: re-budgeted funds (On Hold)
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Resource Acquisition

Realities of the times:

• Legislative appropriations to ASU as a percentage of funds needed to operate the university are declining.

• The ASU Board of Trustees is reluctant to increase tuition and fees, especially during difficult economic times.

• ASU’s operating budget is lean and any further cuts will undermine academic quality.

Conclusion:

• Rather than trying to do more with less, ASU should focus on resource acquisition
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Resource Acquisition

Expanding Need for Philanthropic Support...

“Provide a level of excellence not otherwise possible from legislative appropriations and tuition and fees”

- Capital Campaign
- Annual Campaign
- Special Events
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Resource Acquisition

Selected ASU Philanthropic Needs

• Augment scholarship support to free operating dollars used for scholarship support for other purposes
• Supplement faculty salaries through endowed chairs, professorships, lectureships, and related constructs
• Purchase instructional and research equipment
• Construct and maintain academic facilities
• Underwrite additional library acquisitions
• Support faculty/staff development
• Create a venture capital fund for academic start-up packages and programs
• Address other unmet academic needs
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Resource Acquisition

Other revenue sources:

- Grants and contracts from extramural sources
- Increased delivery of academic courses and programs by distance learning
- Continuing enrollment growth (undergraduate and graduate)
  - International
  - Domestic
- Expanded role and scope of Regional Programs to include continuing education
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Thank you!