

PRELIMINARY REPORT

AH (Administrative Structure)

001.2: 8/29/78

Report A

Subcommittee on the Growth
of the Administration, Faculty
and Student Body

It is no secret that there has been an explosion in size in college and university administration in recent years. Coffee house conversation has long expressed the belief that the percentage of budgets allotted to salaries for teaching faculty has steadily decreased while the percentage for those who perform and/or assist in the performance of administrative duties has steadily increased. The conclusions reached are almost always the same: nothing can be done about the situation. In the last five years, however, the growth of administrations in comparison with teaching faculties and student bodies has increasingly come under scrutiny by faculty. The reason is quite simple--the economic crunch which always seems to require "teaching faculty" cutbacks with few corresponding "administrator" cutbacks.

The attempts to get at the seemingly impossible-to-uncover figures have come essentially from three different segments of the academic community. The first of these attempts consists of interest group

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A similar effort (a comparison of the growth of the administration, the faculty, and the student body for the five-year period 1969 through 1974) was undertaken in 1974 by the Western Kentucky University Faculty Regent, William G. Buckman, at the request of numerous faculty members. The results of that study are as follows:

studies done within individual universities. These have been commissioned by Faculty Senates, AAUP Chapters, Faculty Regents, and others. One such study was commissioned in 1976 by the Faculty Senate of Middle Tennessee State University. The report, which covered the period from the fall semester 1966 through the fall semester 1976, indicated that there had been a rise of 38.7% in the number of full-time students and a concomitant growth in full-time faculty members of 65.3%. During the same time period, however, the report revealed a 190.3% increase in the number of administrators.

Total Increase from 1969-1970 to 1974-1975

| Administration | Faculty | Staff | Student Body | (FTE) |
|----------------|---------|-------|--------------|-------|
| 49 | 43 | 133 | 18 | |

Percent of Increase from 1969-1970 to 1974-1975

| Administration | Faculty | Staff | Student Body | (FTE) |
|----------------|---------|-------|--------------|-------|
| 47% | 9.3% | 47% | 0.17% | |

A contemporary study inaugurated by the Office of Institutional Research and presented to Regent Buckman by the President's office tended to confirm the accuracy of the Buckman study:

Total Increase from 1969-1970 to 1974-1975

| Administration | Faculty | Staff | Student Body | (FTE) |
|----------------|---------|-------|--------------|-------|
| 49 | 37 | 137 | 18 | |

A second study, of some significance, has come from the National Education Association, and was published in 1977. While the NEA report covers both private and state-supported colleges, the study reveals that in the four years from 1972 to 1976, the number of administrators in state-supported universities had increased from 16.5 per hundred faculty members to 19 per hundred faculty members (and, the percent of increase of administrators in private institutions, according to the report, was even higher).

A third source of information has been the United States Government, which publishes the Higher Education General Information Survey (HEGIS Report). This agency is currently making an attempt to set up standardized procedures for categorizing college and university personnel. To date, however, only the 1972 HEGIS Report contains statistics which distinguish sufficiently between teaching faculty and administrators, though the figures reported by the various colleges are highly subject to interpretation. The statistics

in the 1972 HEGIS Report, for instance, indicate that Western had 2.6 faculty members for each administrator (or 37 administrators for each 100 teaching faculty). The state average was 5.6 faculty members per administrator. A comparison of Kentucky institutions of higher learning can be found on the following table:

| School | "Instruction" | "Academic Support" | Fac-Adm Ratio | %per 100 Faculty |
|----------|---------------|--------------------|---------------|------------------|
| Western | 522 | 195 | 2.6:1 | 37 |
| Eastern | 514 | 176 | 2.9:1 | 34 |
| Morehead | 266 | 44 | 6.0:1 | 16.5 |
| Murray | 381 | 80 | 4.7:1 | 21 |
| UK | 1367 | 362 | 3.7:1 | 26 |
| UL | 799 | 119 | 6.7:1 | 15 |
| KSU | 125 | 16 | 12.8:1 | 12 |

The 1977 HEGIS Report (not yet published) will state that there were 544 faculty members (including department heads) at Western that year with no separate category for administrators.

In early 1977 a subcommittee of the Faculty Senate Committee on Administrative Structure was established to make a study of the growth of the administration, the teaching faculty, and the student body at Western Kentucky University. With the advice of the full

committee, the subcommittee proceeded to acquire the needed information.

The subcommittee decided that the best procedure would be to write the "benchmark" schools chosen by the Council on Higher Education with whom WKU is officially compared. The first letter went to each Faculty Senate and AAUP chapter of the benchmark schools. The letter defined "faculty" in the same terms used to describe eligibility for membership in WKU's Faculty Senate. "Administrator" was defined as those who devote at least one-half time in non-classroom, administrative duties. For the student body we asked for both full-time-equivalent and head count figures. The purpose in contacting the Faculty Senates and AAUP Chapters first was to ascertain whether or not those organizations had completed a study at their institutions such as we were undertaking at WKU. Responses were received from twenty-nine (29) organizations out of a possible sixty-four (64).

Upon study of the Faculty Senate and AAUP chapter responses, the subcommittee sent a second letter to the director of institutional research for each benchmark institution and each comparable Kentucky university. Twenty-five (25) of the thirty-six (36) institutions responded.

The responses differed in quality and there were often variations in figures. It was not unusual, for instance, for the AAUP chapter or the Faculty Senate official to have gotten his figures from the office of institutional research. These figures, however, often differed, though usually only slightly, from the figures returned by the officials from the offices of institutional research. The problem throughout the study consisted of differing interpretations of the definitions of "faculty" and "administrator." There were always exceptions to the rule, sometimes significant, sometimes minimal. Nevertheless, the figures accumulated were useful enough to allow general conclusions relative to the size and growth of administrations, faculties, and student bodies of the responding institutions.

The figures supplied by AAUP chapters and Faculty Senates from the benchmark schools indicate an average ratio of 5.79 faculty for each administrator (or 17 administrators per 100 faculty members). The highest ratio at a benchmark school was 9.4:1 at Southeast Missouri State University. The lowest figure came from Central State University in Ohio with a ratio of 2.0:1. The benchmark institutions also possessed a student-faculty ratio of 22.4:1.

The returns from offices of institutional research of the benchmark schools and the two responding sister institutions reveal that the average faculty to administrator FTE ratio is 7.52:1 (or a head count of 6.23:1), and the FTE student-professor ratio is 19:41:1 (or 22.55:1 on a head count basis). The highest faculty to administrator ratio reported was 17.6:1 at Appalachian State University in North Carolina, and the lowest was 1.95:1 at Ohio University. (If these lowest and highest figures were deleted, the overall ratio would be 7.2:1.)

Acquiring comparable statistics for Western Kentucky University has been no easy task. The University does not always distinguish between "teaching and/or research faculty" and "administrators." The result is that there are essentially three sources that one might pursue to ascertain the number of "faculty" and "administrators" on campus: the 1977 HEGIS Report figures, the personnel directory, and the Faculty Senate eligibility list.

A survey of the personnel directory was made to ascertain the number of "teaching and/or research faculty" and the number of "administrators." This analysis revealed 564 "teaching and/or research faculty" and 135 "administrators" for a ratio of 4.17 faculty members for

each administrator (or 23.9 administrators per 100 faculty). Utilizing the fall 1978 FTE campus enrollement, Western has a student-professor ratio of 18.45:1 (or 23.9:1 on a head count basis).

The Faculty Senate eligibility list for the fall of 1977 contained 596 persons, none of whom falls into the category of "administrator." Thus, the comparison of this figure with administrators must come from the figures taken from the personnel directory which yields a 4.41:1 ratio of faculty to administrators or 22.65 administrators per 100 faculty members. The following chart is a comparison of Western with benchmark schools:

| Faculty-Administrator Ratio | Student-Professor Ratio |
|---|--|
| 5.79:1 (AAUP, Faculty Senate benchmark responses) | 22.4:1 (AAUP, Faculty benchmark responses) |
| 7.52:1 (Institutional Research benchmark responses) | 19.41:1 (Institutional Research benchmark responses) |
| 4.17:1 WKU (Personnel Directory) | 18.45:1 WKU |
| 4.41:1 WKU (Faculty Senate Eligibility List) | |

What these figures indicate is that in the steady growth of benchmark administrations, faculties, and student bodies, Western's average increase in administrators had been consistently higher than those reported from other comparable institutions.