

Report on the Composition of State University of New York Administration 2007-2016

State University of New York University Faculty Senate
Operations Committee

DRAFT V 1.4

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Contents

Change Log.....	3
Definitions.....	4
Introduction.....	5
Research University Centers.....	6
University at Albany.....	7
Binghamton University.....	8
University at Buffalo.....	9
Stony Brook.....	10
Comprehensive Colleges.....	11
Brockport.....	12
Buffalo State.....	13
Cortland.....	14
Empire State.....	15
Fredonia.....	16
Geneseo.....	17
New Paltz.....	18
Old Westbury.....	19
Oneonta.....	20
Oswego.....	21
Plattsburgh.....	22
Potsdam.....	23
Purchase.....	24
Colleges of Technology.....	25
Alfred State.....	27
Canton.....	28
Cobleskill.....	29
Delhi.....	30
Farmingdale.....	31
Maritime.....	32
Morrisville.....	33
Sector Level Visuals.....	34
Research University Centers.....	35
Comprehensive Colleges.....	43
College of Technology.....	38

Benchmarking with Outcome Data..... 43
 Research University Centers 48
 Comprehensive Colleges..... 50
 Colleges of Technology 52

Change Log

V 1.1 – (March 2018) Missing comprehensive college sector, consider cost of living adjustments in figures that are based on payroll.

V 1.2 – (May 2018) Updated to include comprehensive college sector.

Tasks to accomplish: calculate comprehensive college sector averages for SPAA/SPEA/AAS/EAS, complete sector graphs, consider appropriate benchmarking measures, consider cost of living adjustments in figures that are based on payroll, narration.

V 1.3 – (September 2018)

Tasks accomplished since last version: Sectoral graphs for comprehensive sector and COT sector, benchmarking graphs for comprehensive sector and COT sector, graduation and retention rate trends added to benchmarking section for discussion related to efficient frontier

Tasks to accomplish: NARRATION, demographic composition if available, correlation matrix of outcomes against administrator payroll

V1.4 (December 2018)

Tasks accomplished since last version: brief narrative introduction, improve coloring aspects

Definitions

AAS- Acronym for academic administrator share. For each year, this is the proportion of academic administration as a fraction in total administration counts.

Academic Administrators – Tier 1: Deans and (Provost/V.P. of Academic Affairs)

Academic Administrators – Tier 2: Associate Deans, Associate Provosts, Vice Provosts, Associate V.P. of Academic Affairs

Academic Administrator – Tier 3: Assistant Deans, Assistant Provosts, Assistant V.P. of Academic Affairs

Administrative payroll per student: gross administrative payroll to all bargaining units in the administrative category, divided by total student enrollment for the year.

COT: acronym for Colleges of Technology

EAS- Acronym for executive administrator share. For each year, this is the proportion of executive administration in total administration counts.

Executive Administrator – Tier 1: Vice Presidents excluding Academic Affairs

Executive Administrator – Tier 2: Associate Vice Presidents excluding Academic Affairs

Executive Administrator – Tier 3: Assistant Vice Presidents excluding Academic Affairs

RUC: acronym for Research University Centers

SPAA- Acronym for students per academic administrator, constructed as total enrollment in year t divided by the sum of academic administrator counts in tiers 1-3 in year t.

SPEA- Acronym for students per executive administrator, constructed as total enrollment in year t divided by the sum of executive administrator counts in tiers 1-3 in year t.

Introduction

This report address the SUNY Faculty Senate need to understand trends in the composition of administration through time. This report was commissioned through a charge given to the Operations Committee of the Faculty Senate. To support the charge, Operations Committee was given campus-year level data on payroll and administrator counts by SUNY title. The quality of the data prevents most useful inference- there is no information about local titles (which differ from SUNY titles), and no associated demographic information.

With the available data, there are few conclusions that can be drawn. When making a dichotomy of academic administrators versus executive administrators based on SUNY titles, the share of each in total administration counts is largely stable through time for the vast majority of SUNY campuses. Likewise, when stratifying administrators by perceived level of authority based on SUNY title, most campuses (and therefore most campuses) have largely stable administrator counts, with minor fluctuations around the Great Recession and recovery.

On account of the missing local title data and missing demographic information, the only major conclusion with the initial data is that a multiphase study is needed. The second phase of the study will be to conduct analysis with local titles and non-payroll measures of administrative presence detailed below, while the third phase will address demographic composition.

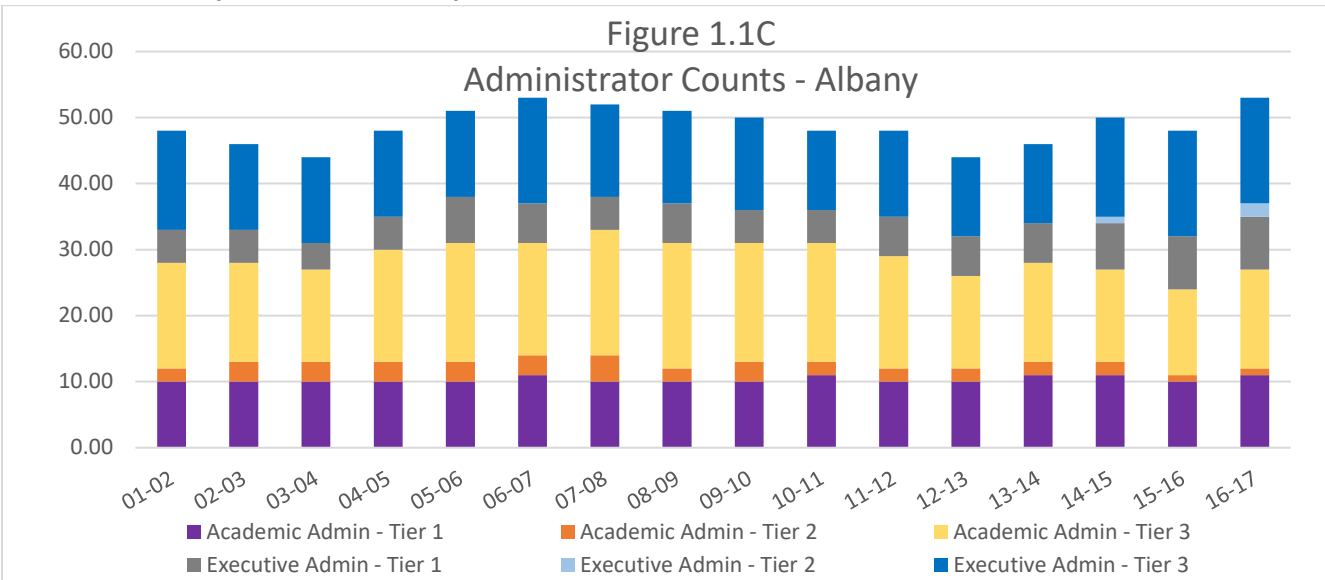
This new multiphase study will include the collection of detailed, campus-year level data from multiple sources. The ideal data will include, but not be limited to, all costs associated with administration per institution (direct administration costs, indirect administration costs, FFE, associated utility costs, HVAC costs, maintenance, office expenses, supplies, travel, payroll costs, support personnel, physical plant costs). In addition to providing a complete sample of data associated with the trends in the composition of administration within SUNY schools, the ideal sample will mitigate issues associated with the current source of data such as the differences found in the operational definition for administration personnel throughout the SUNY system.

Research University Centers

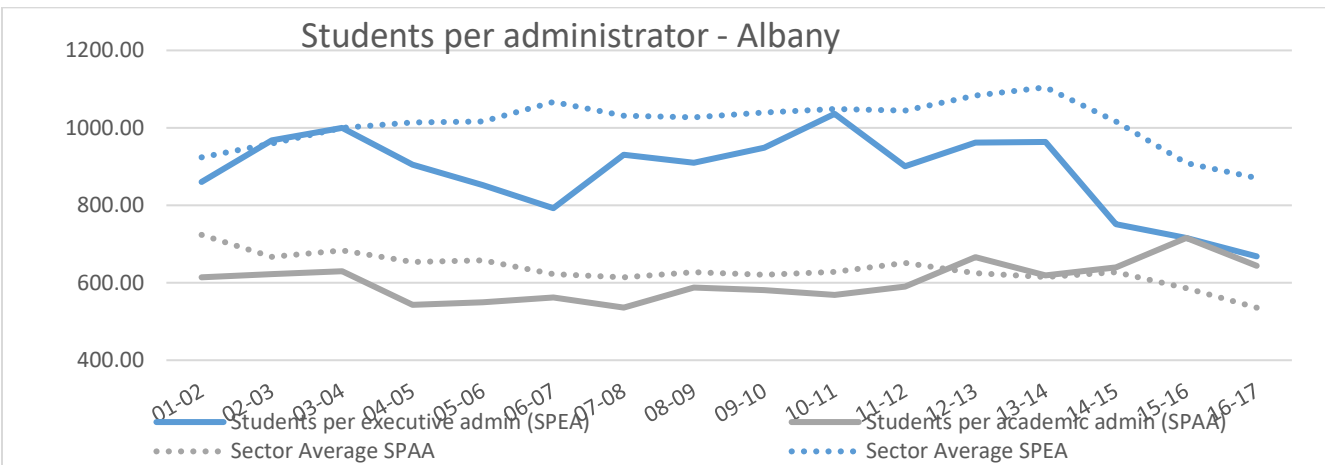
University at Albany

Figure 1.1C

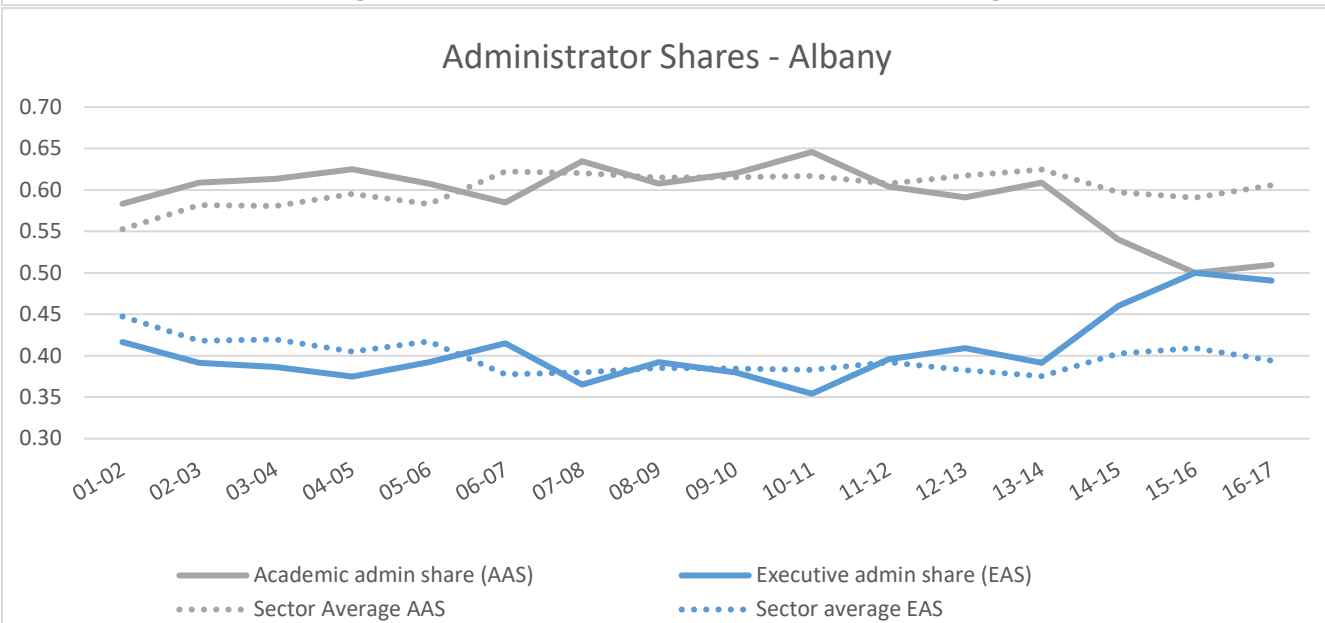
Administrator Counts - Albany



Students per administrator - Albany

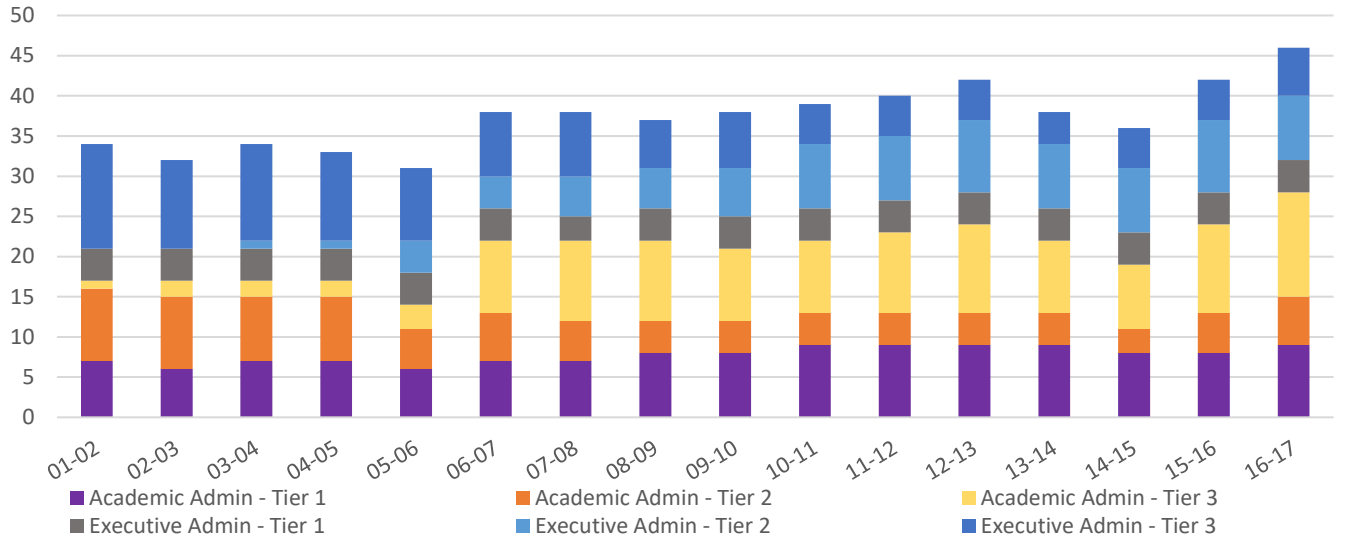


Administrator Shares - Albany

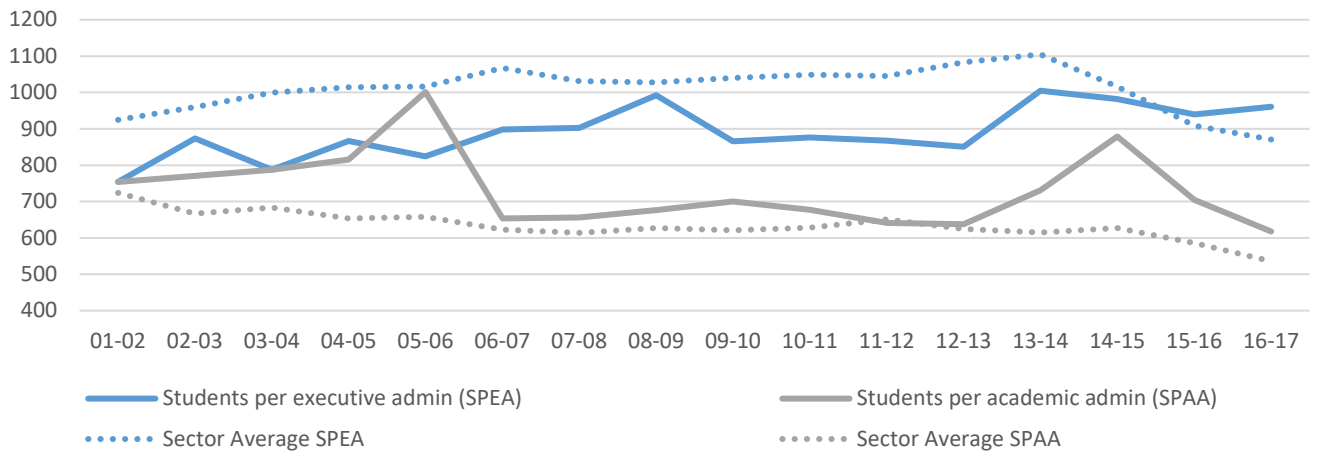


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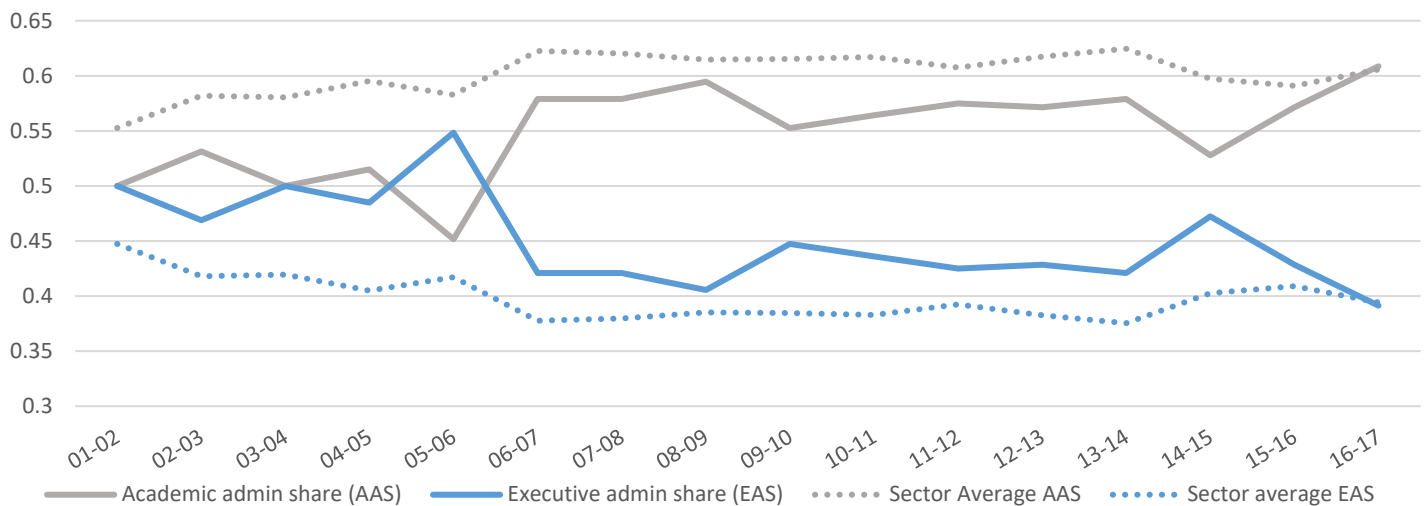
Administrator Counts - Binghamton



Students per administrator - Binghamton

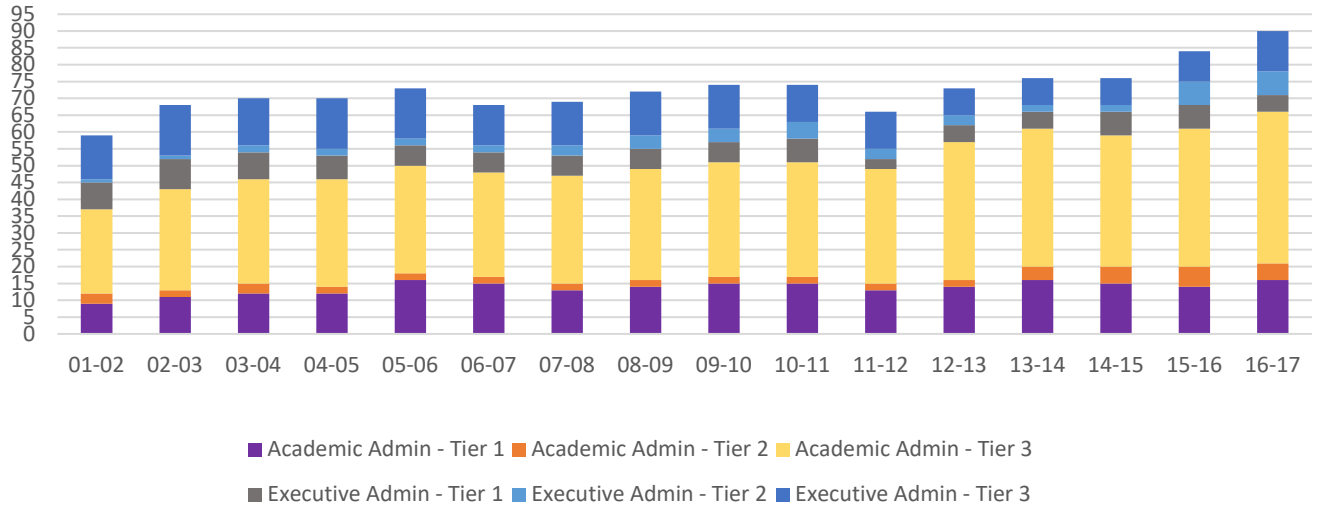


Administrator Shares - Binghamton

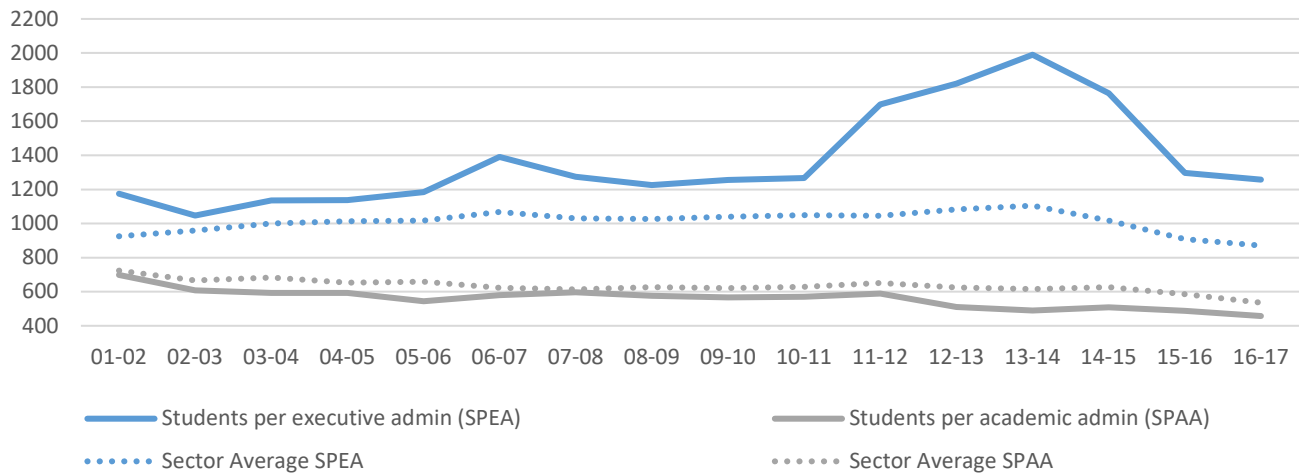


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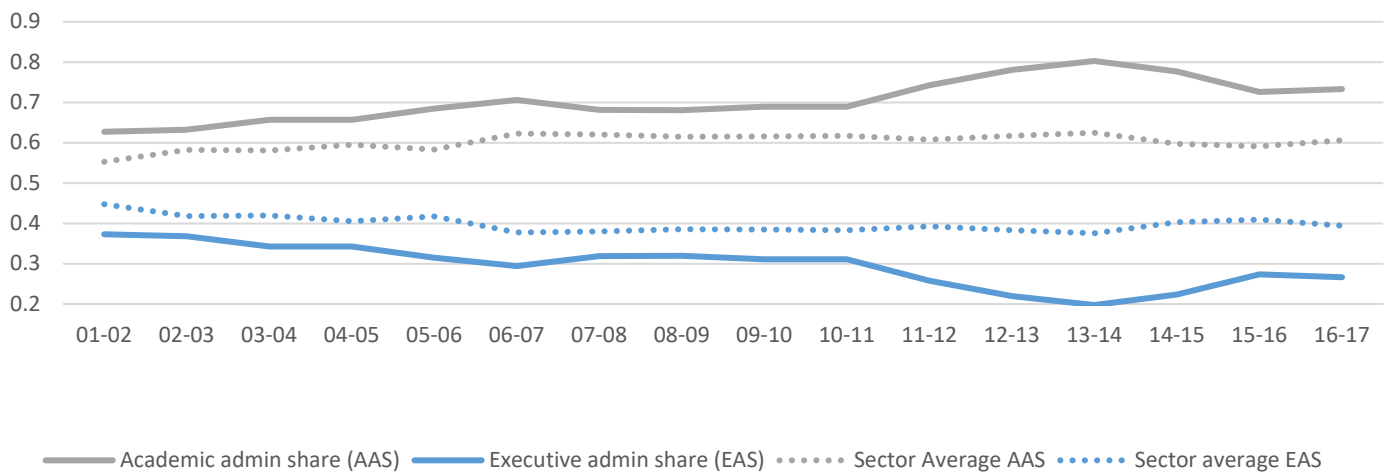
Administrator Counts - U.B.



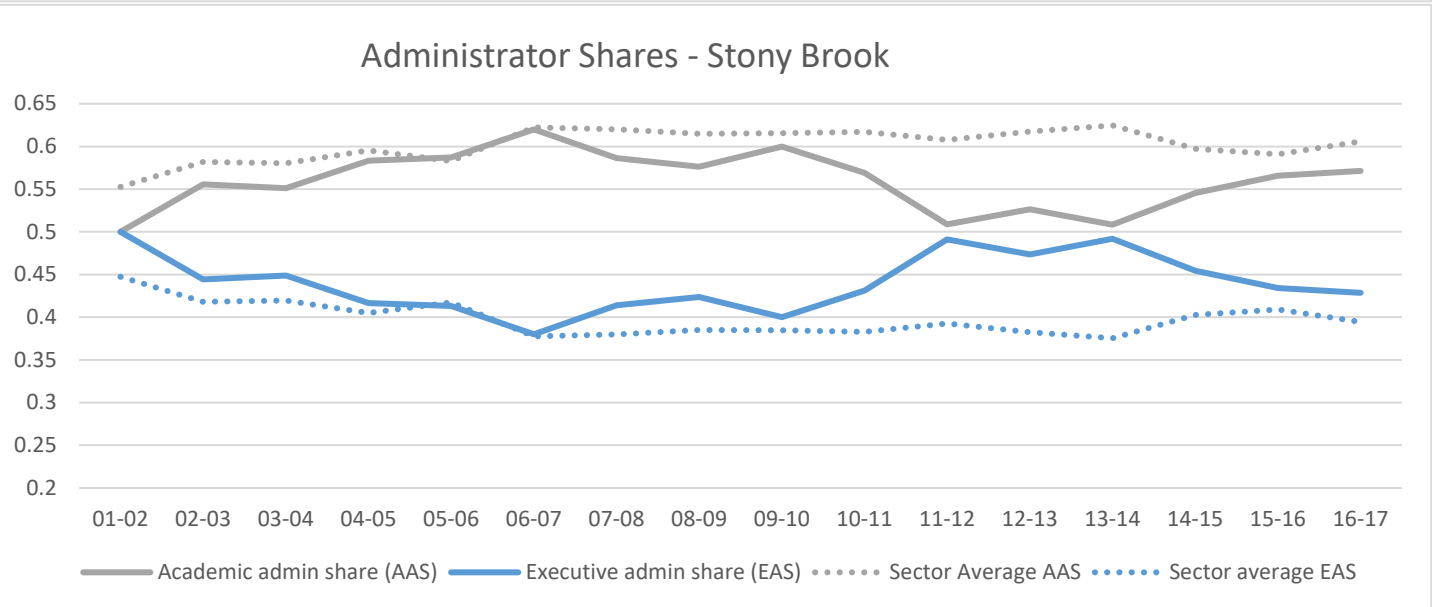
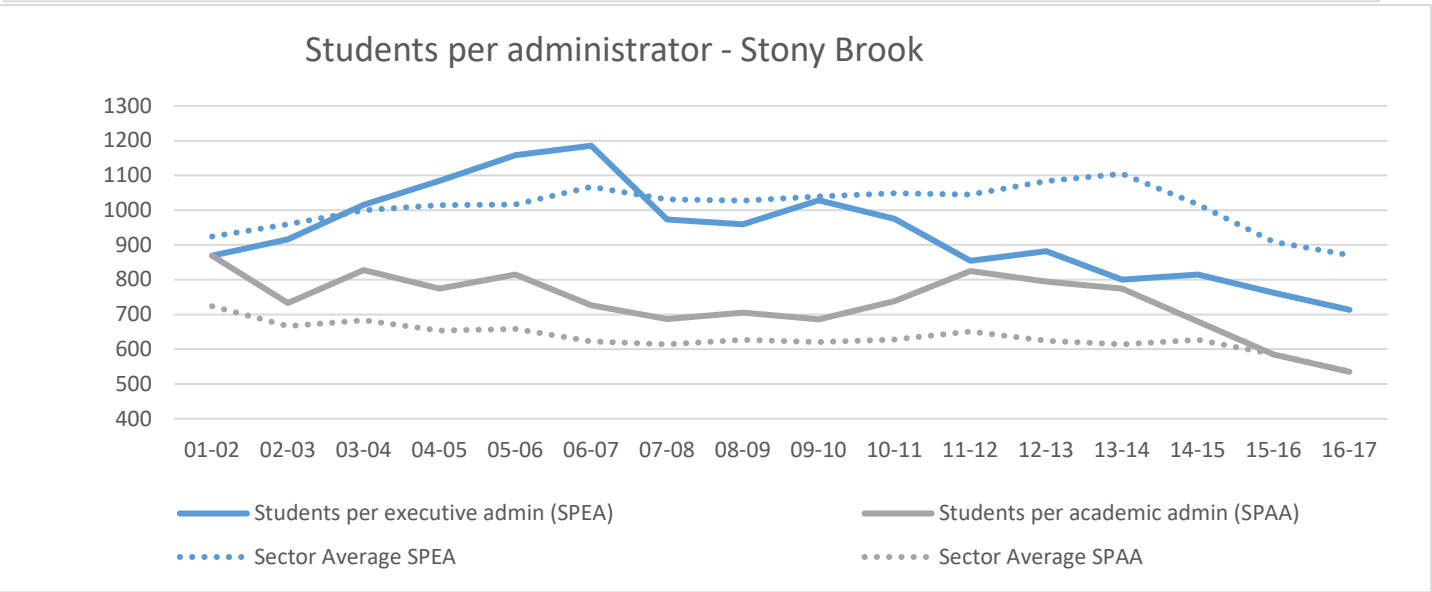
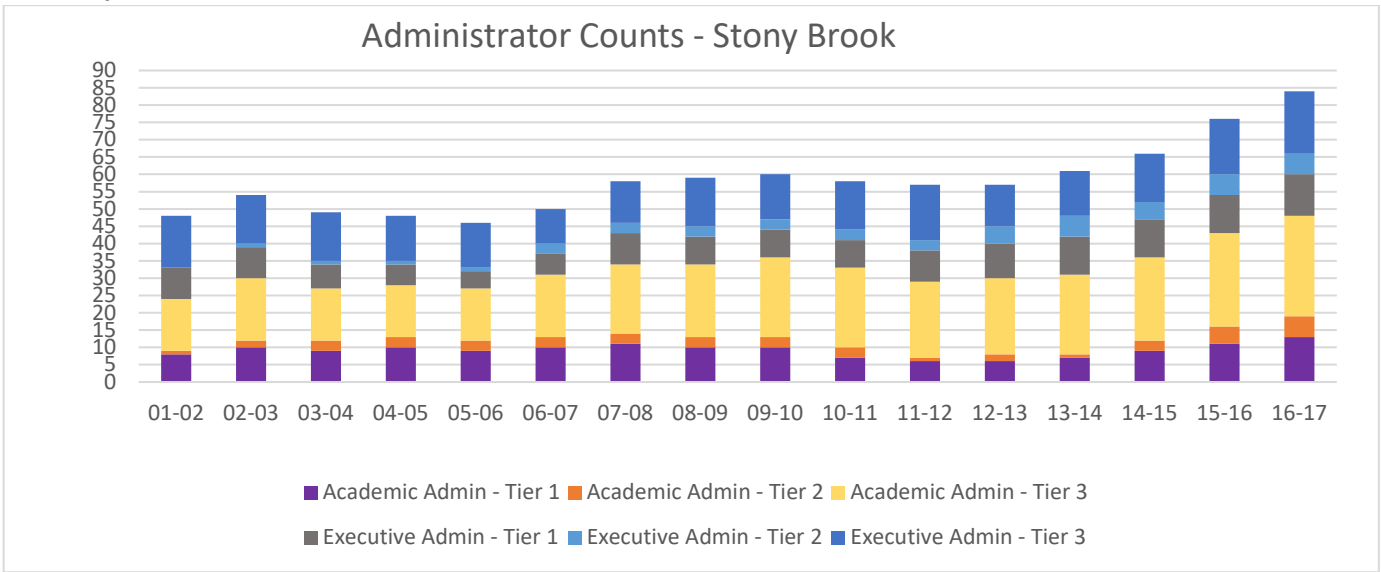
Students per administrator - U.B.



Administrator Shares - U.B.

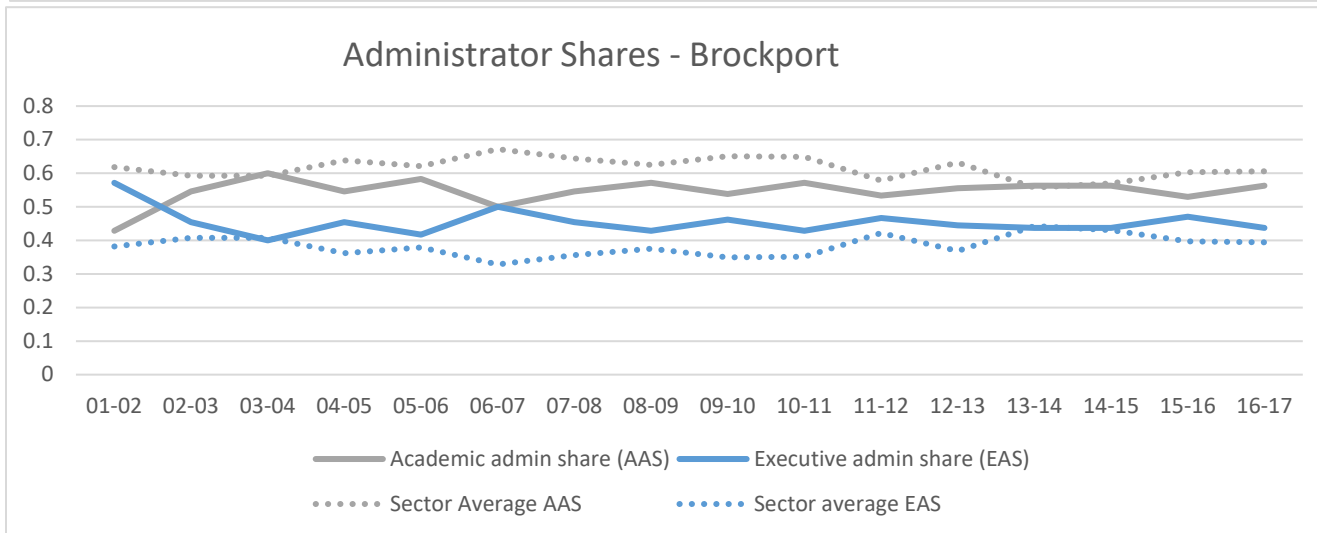
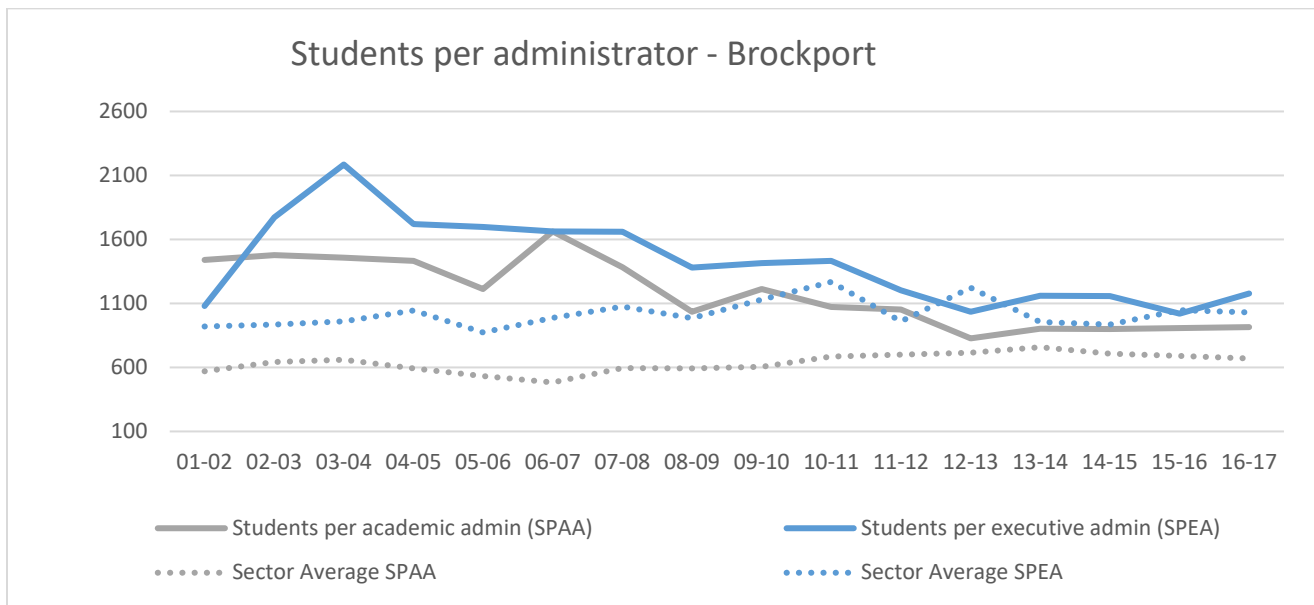
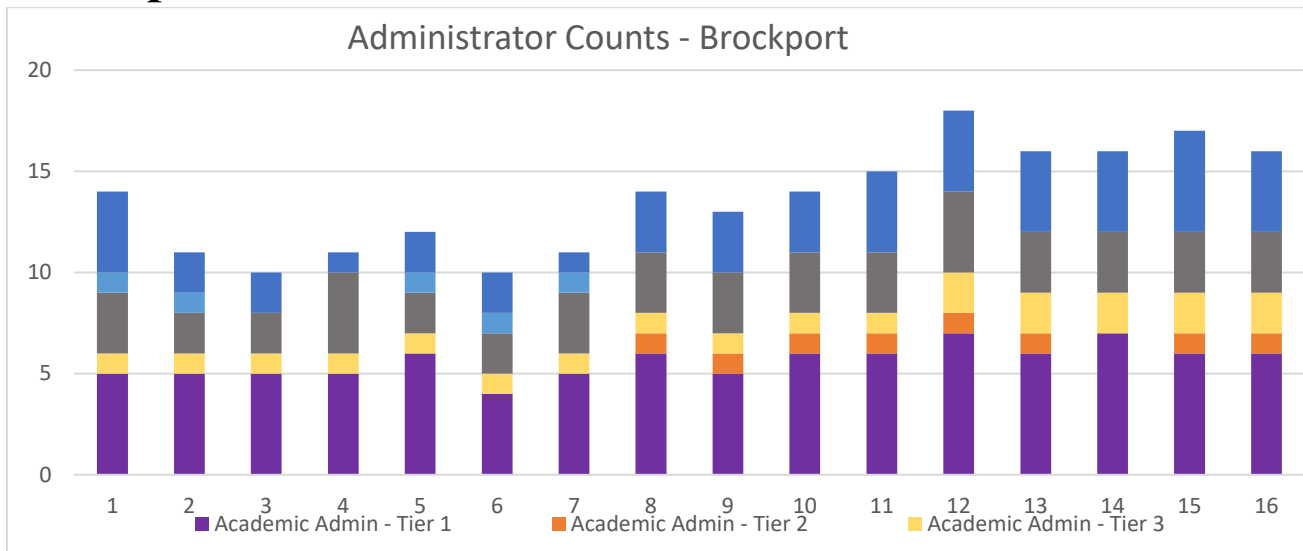


Stony Brook



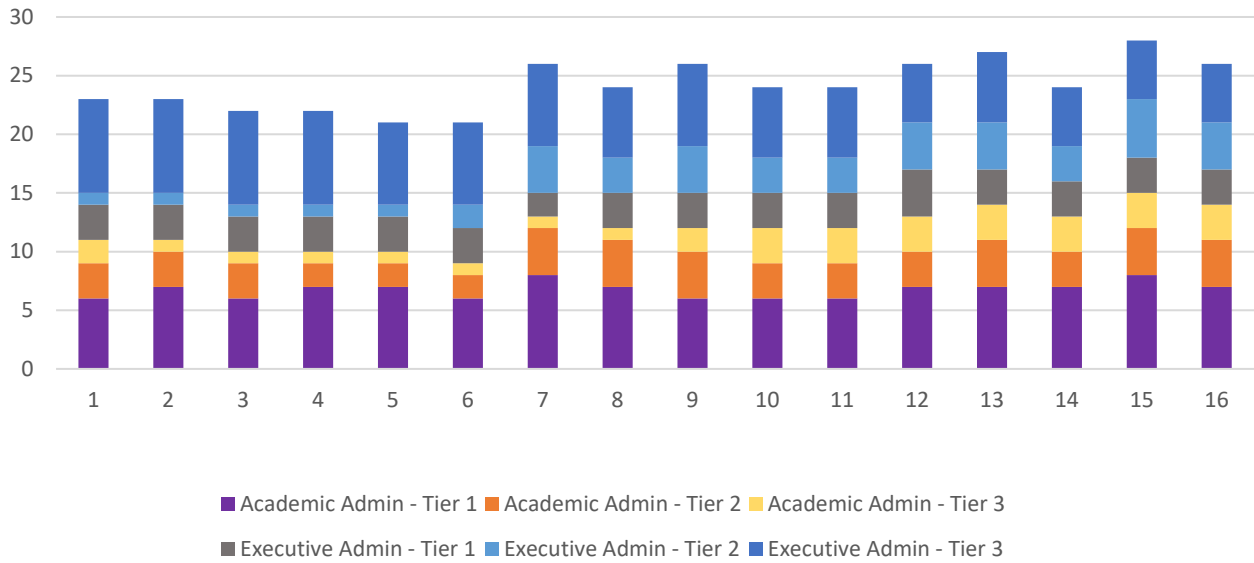
Comprehensive Colleges

Brockport

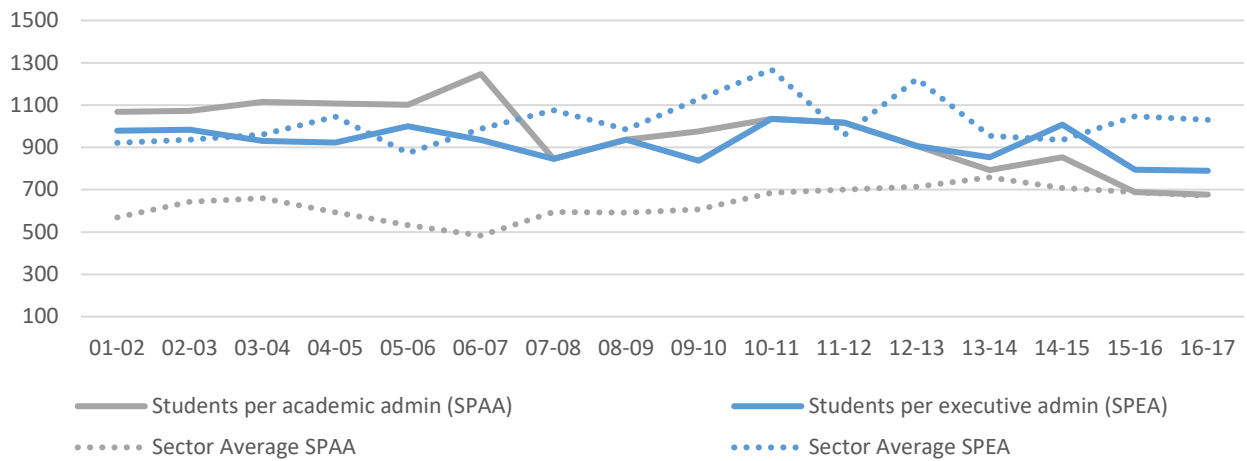


Buffalo State

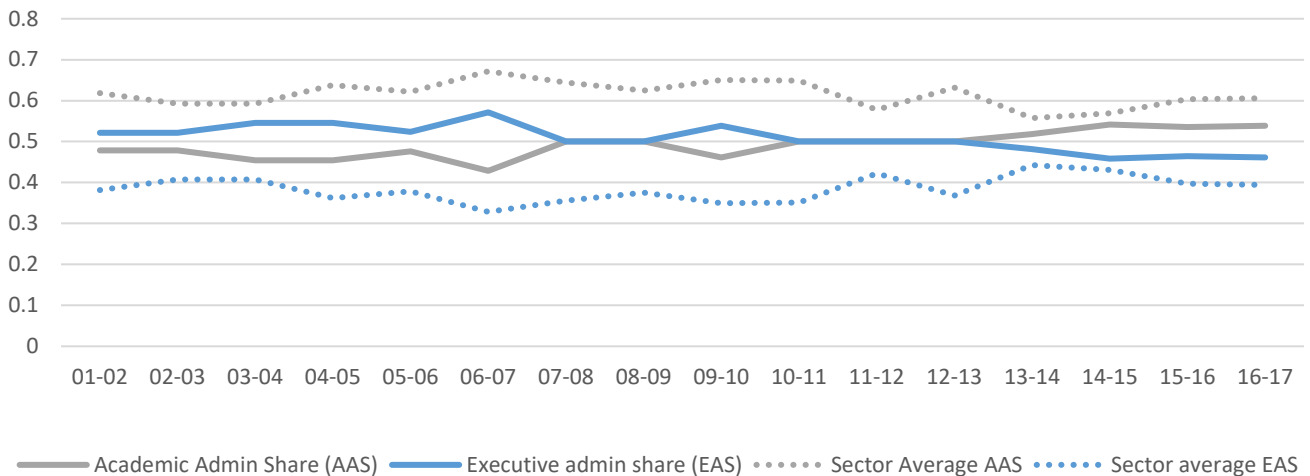
Administrator Counts - Buffalo State



Students per administrator - Buffalo State

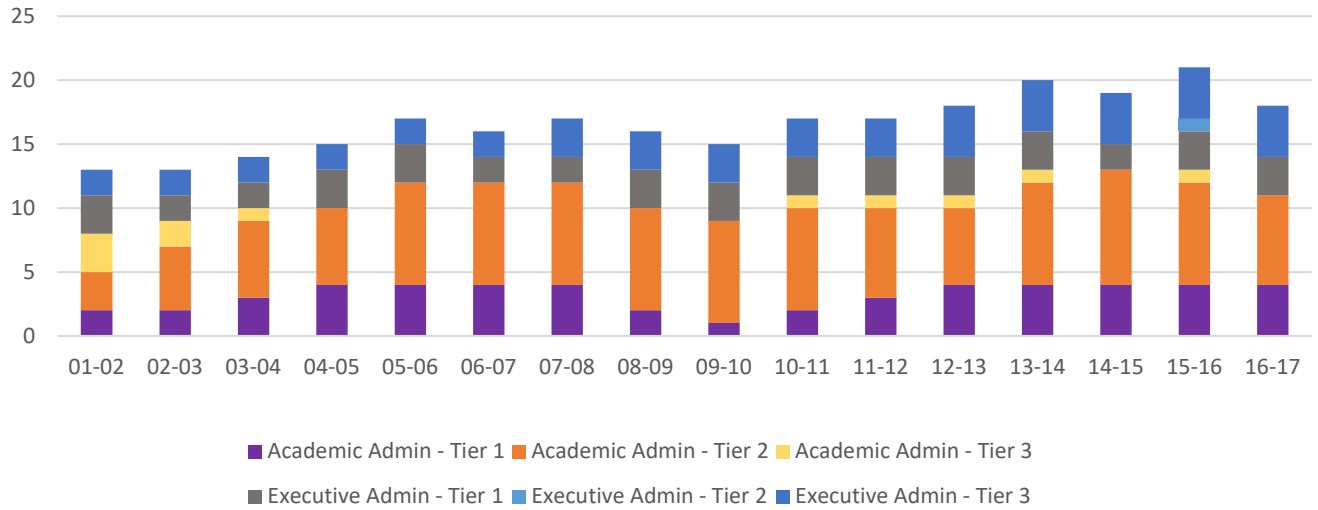


Administrator Shares - Buffalo State

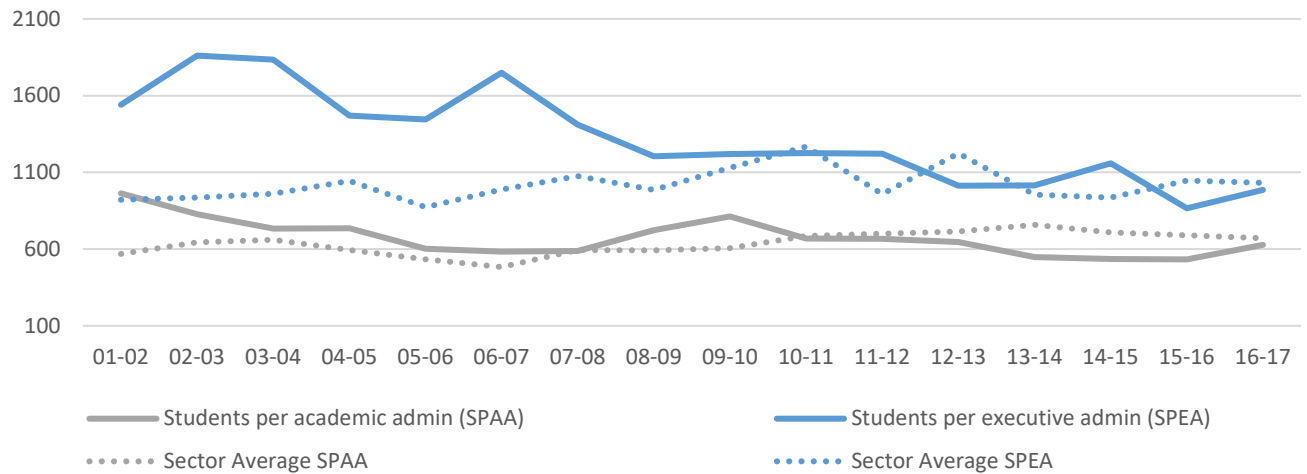


Cortland

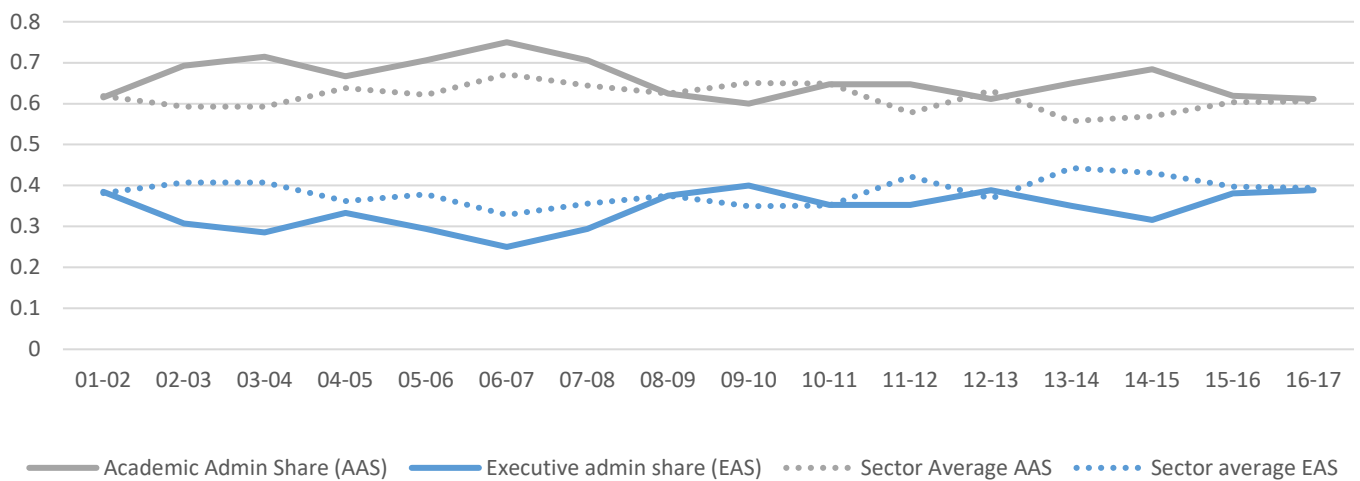
Administrator Counts - Cortland



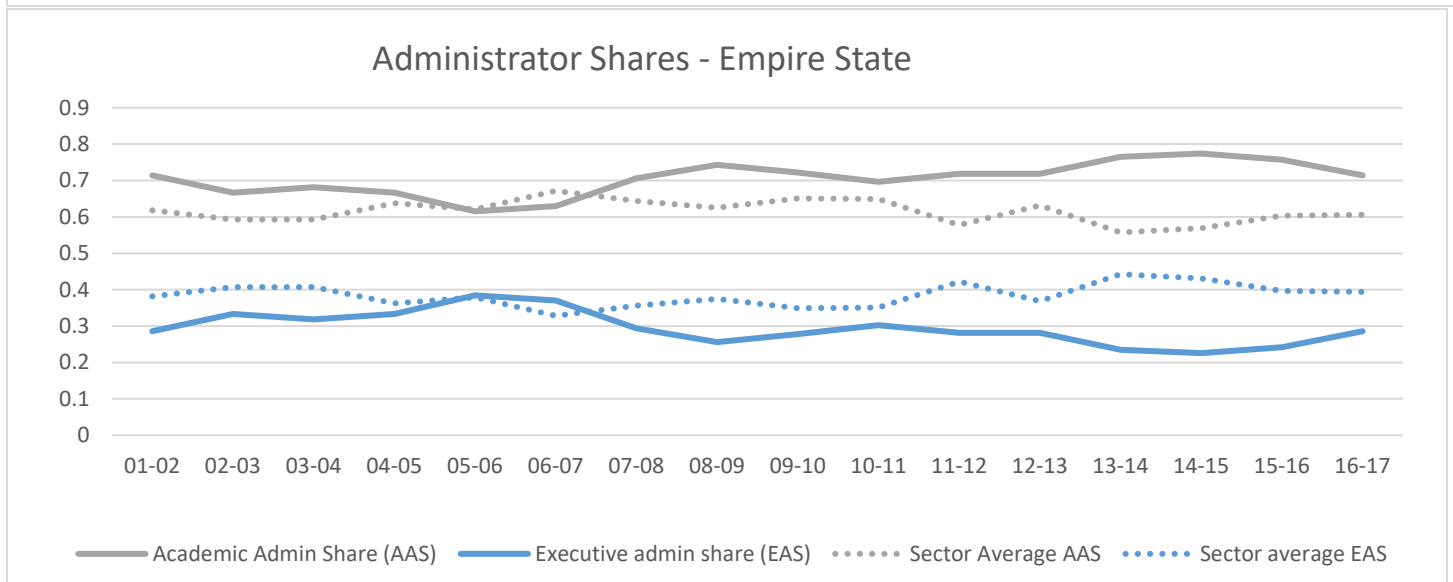
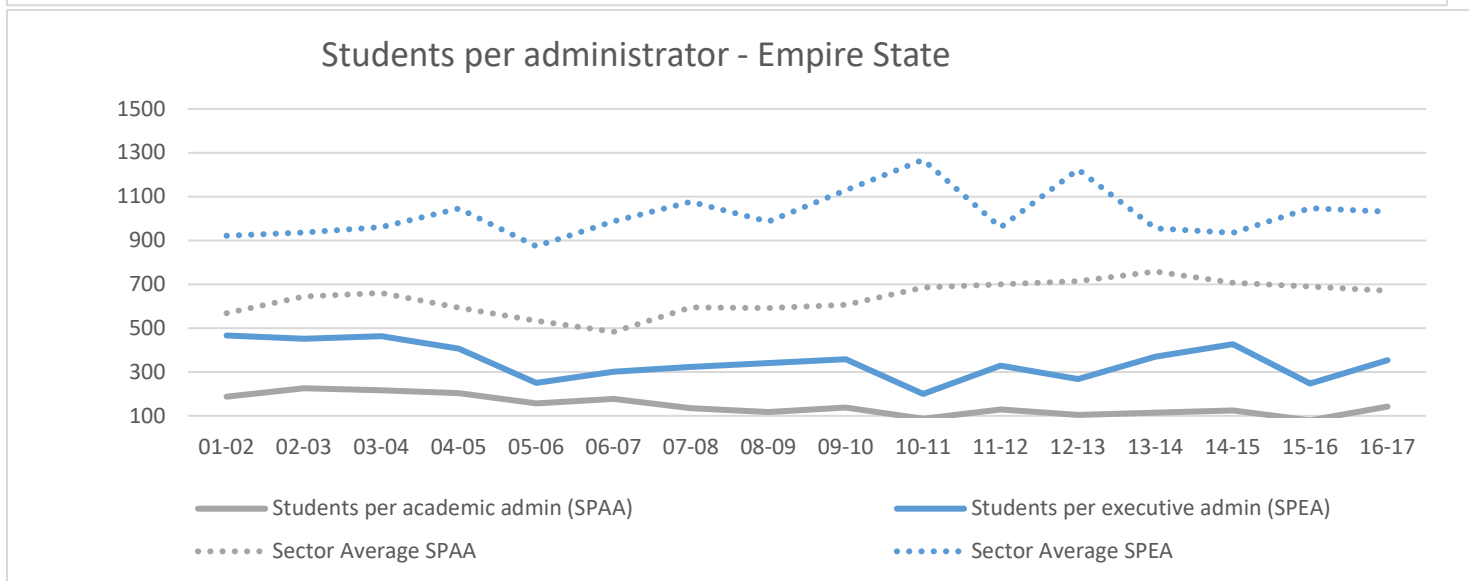
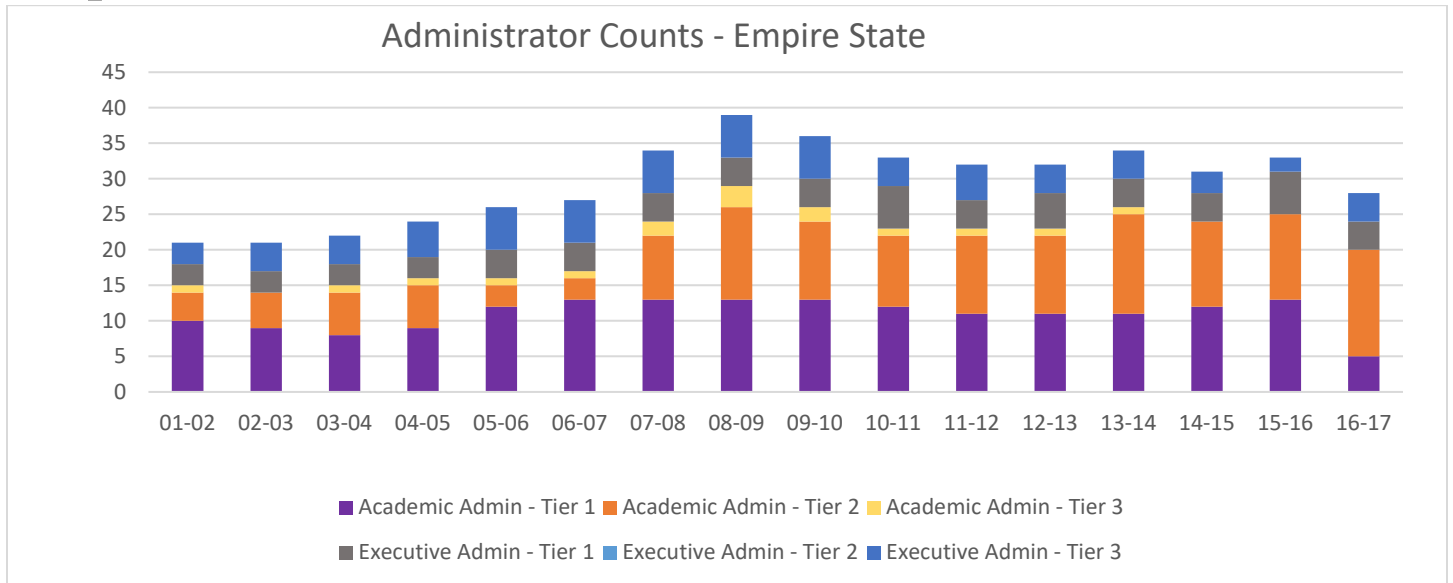
Students per administrator - Cortland



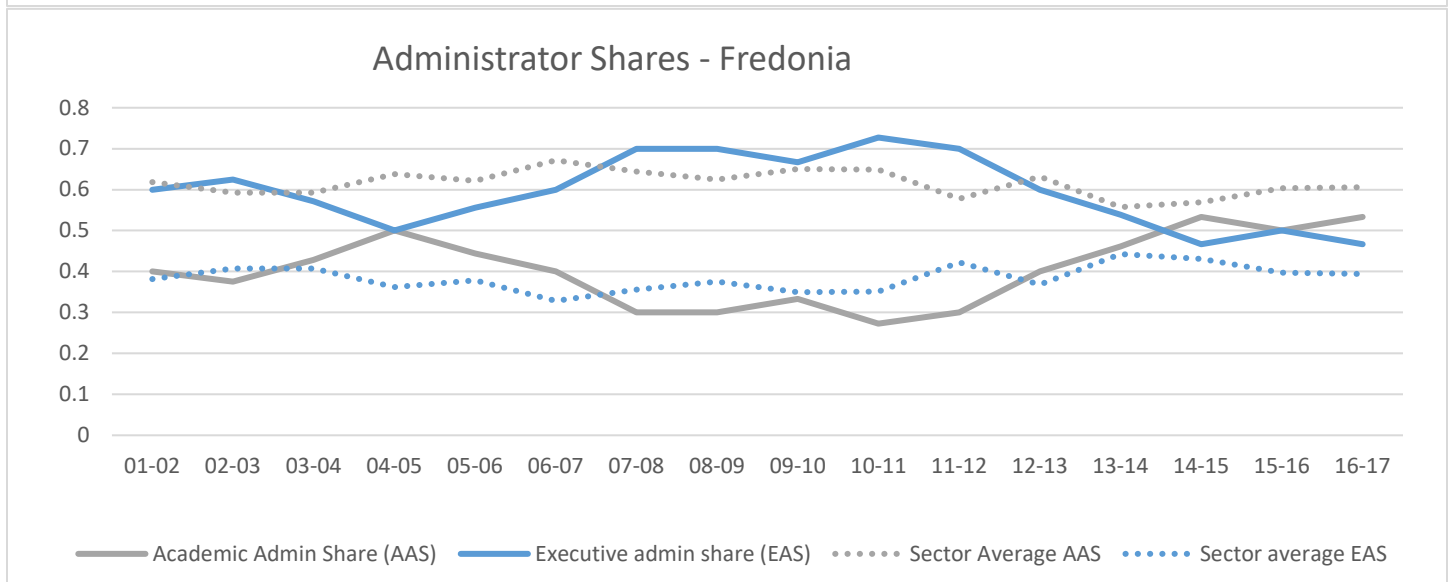
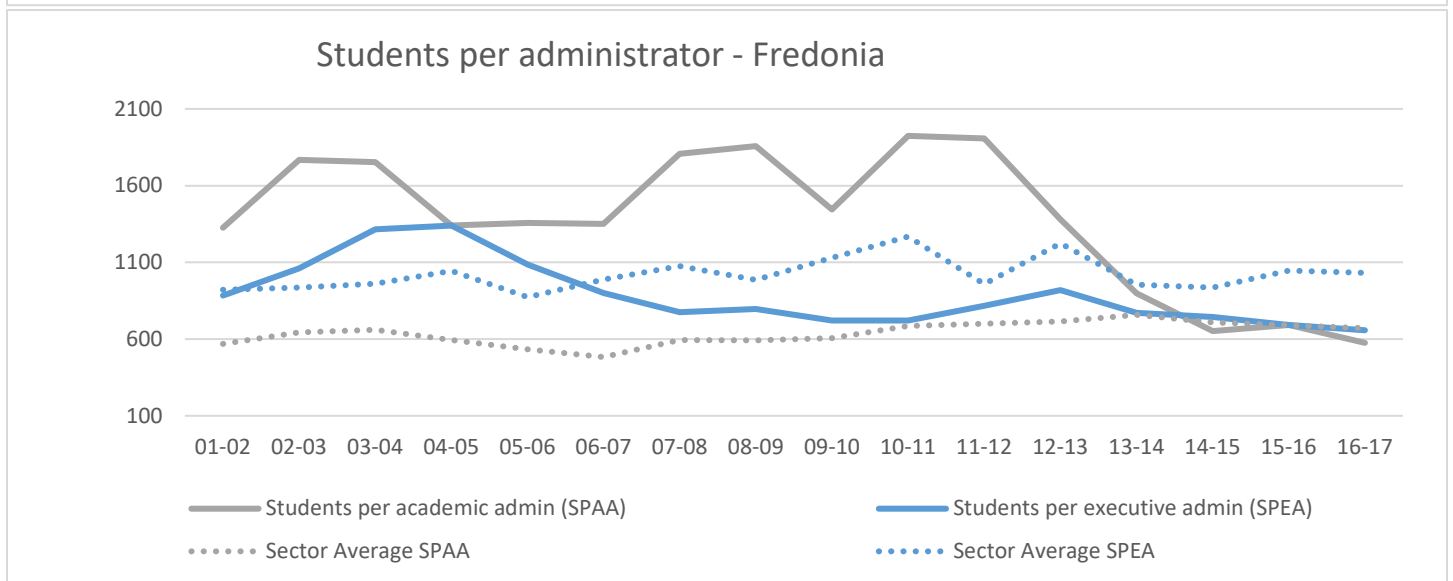
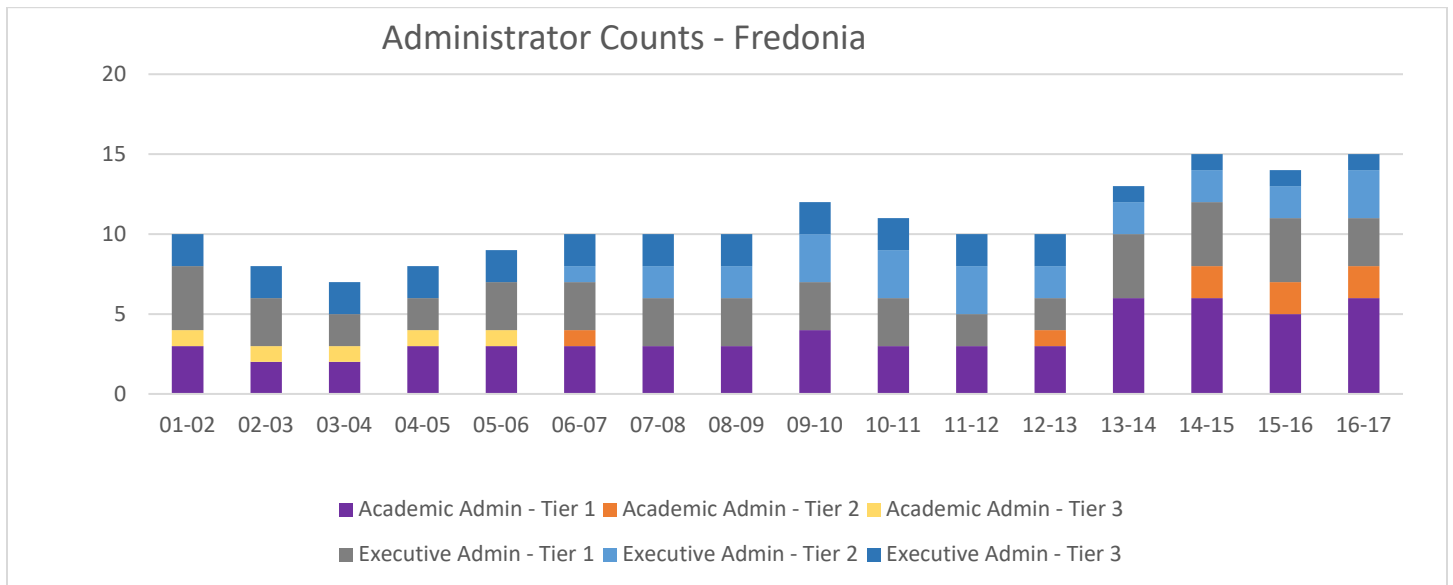
Administrator Shares - Cortland



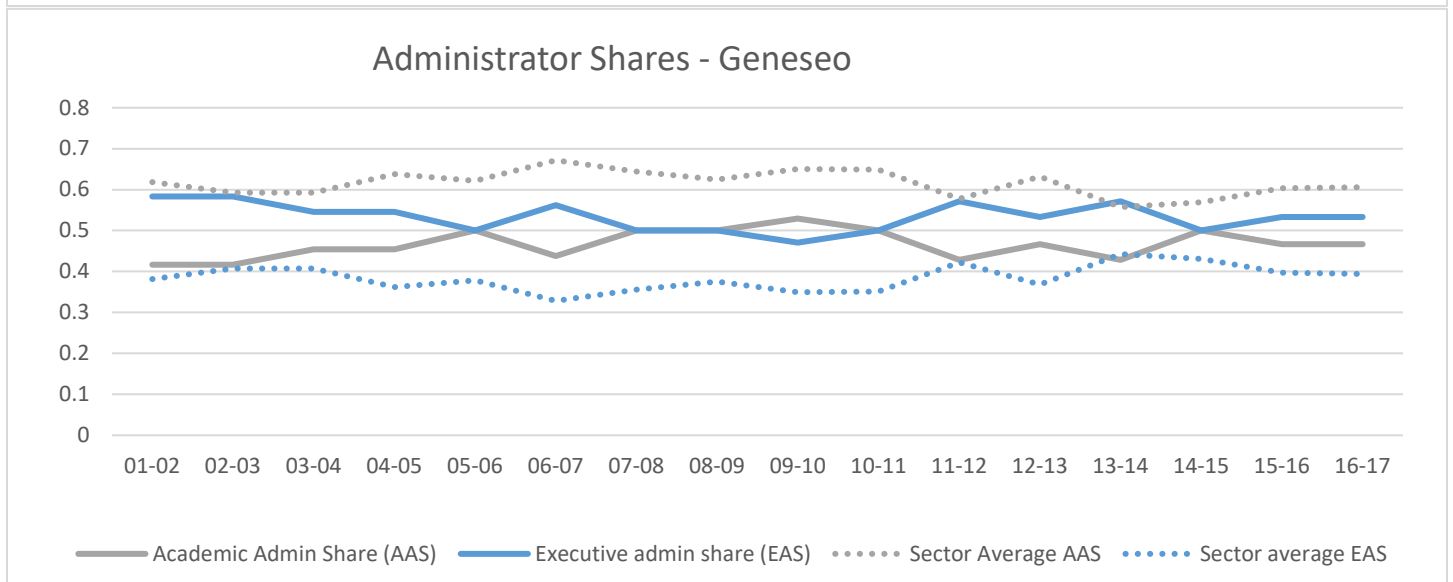
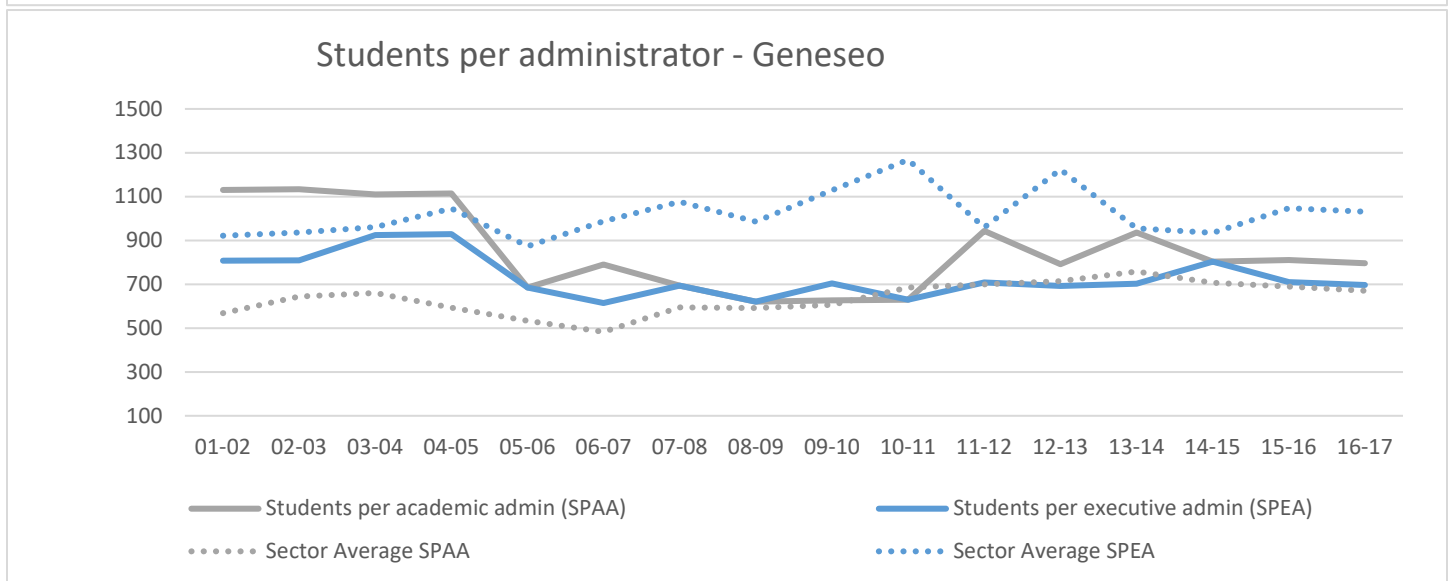
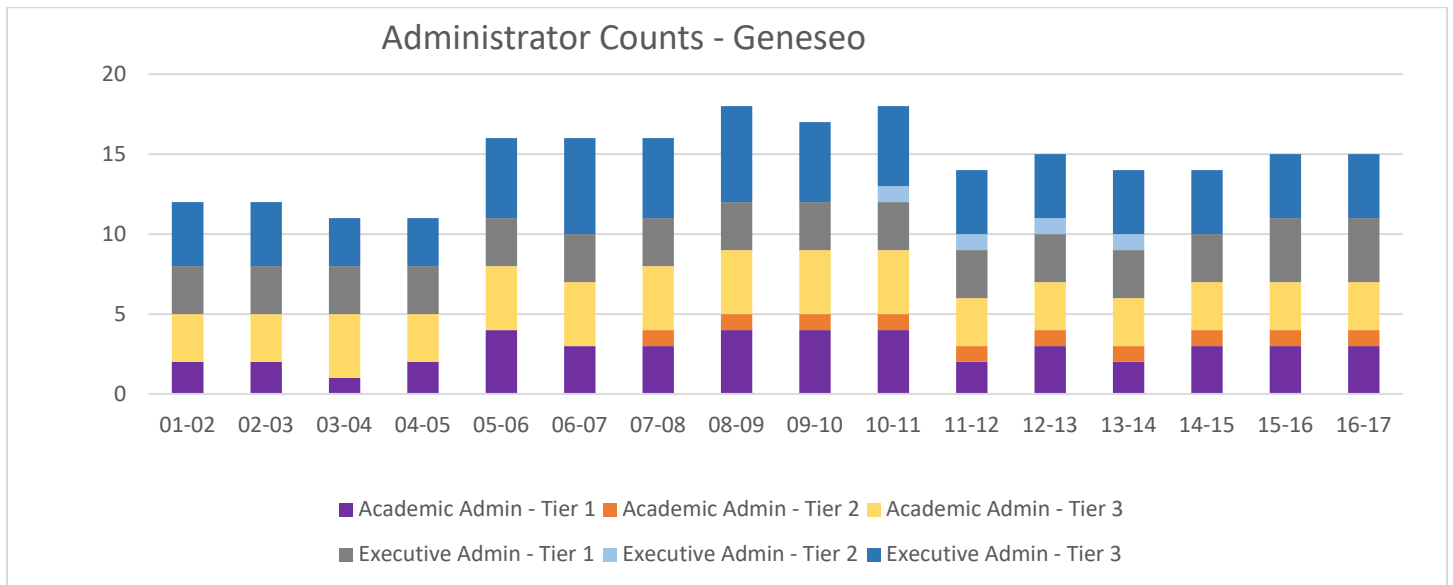
Empire State



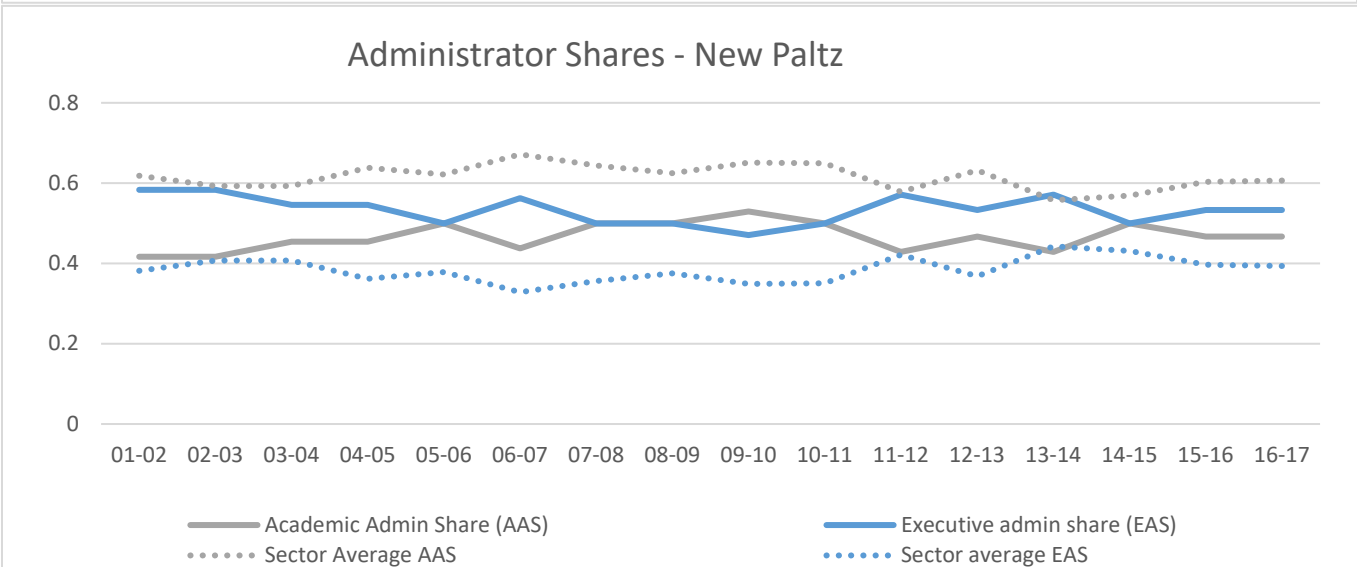
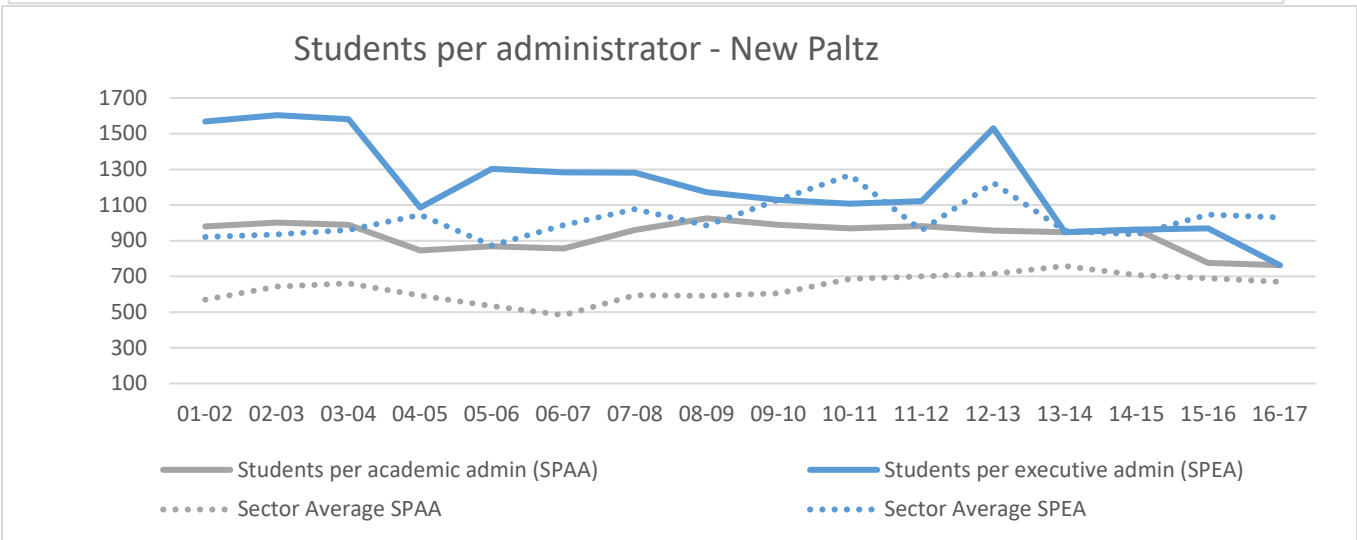
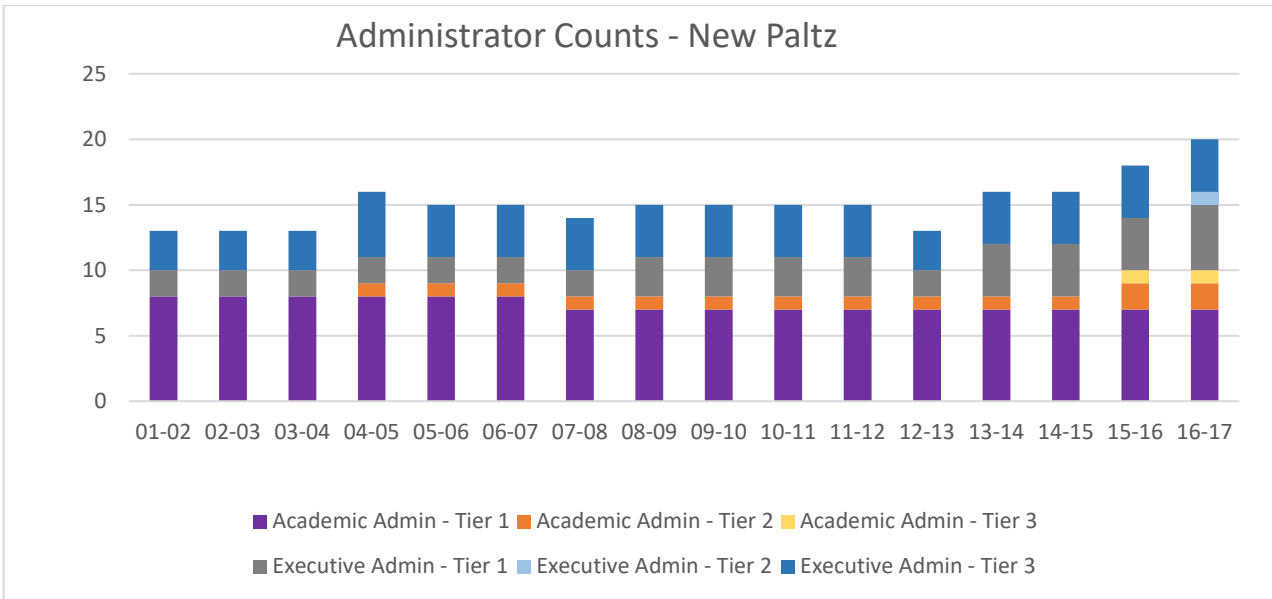
Fredonia



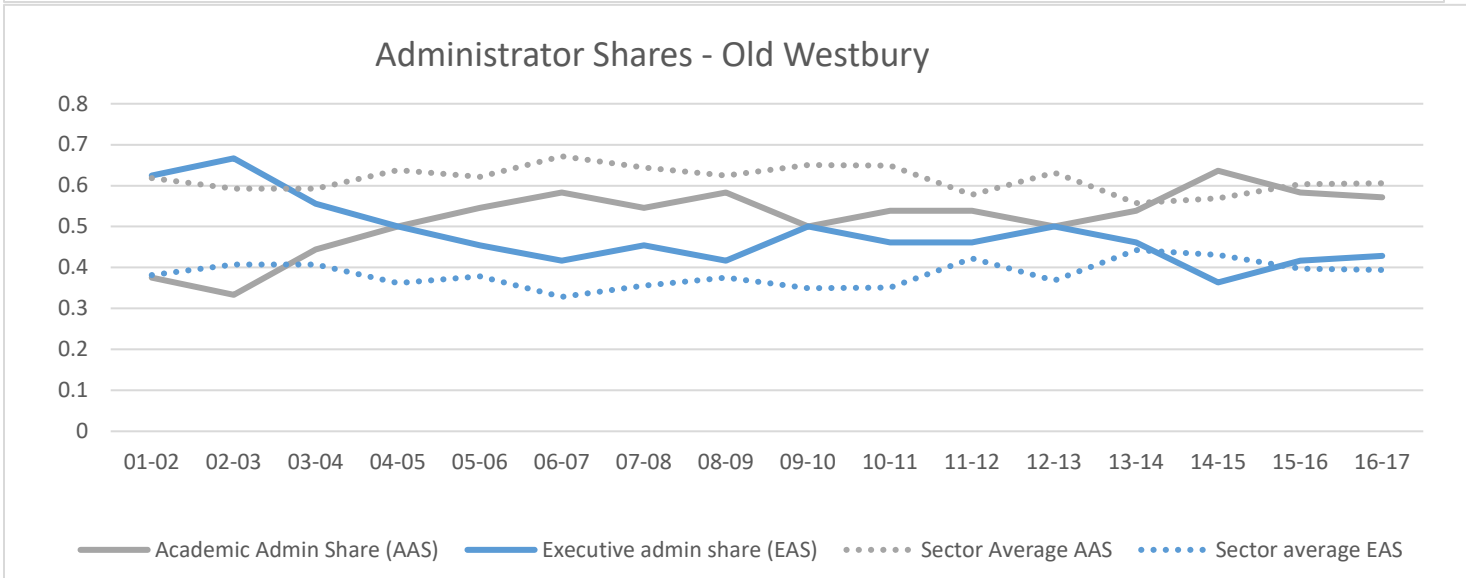
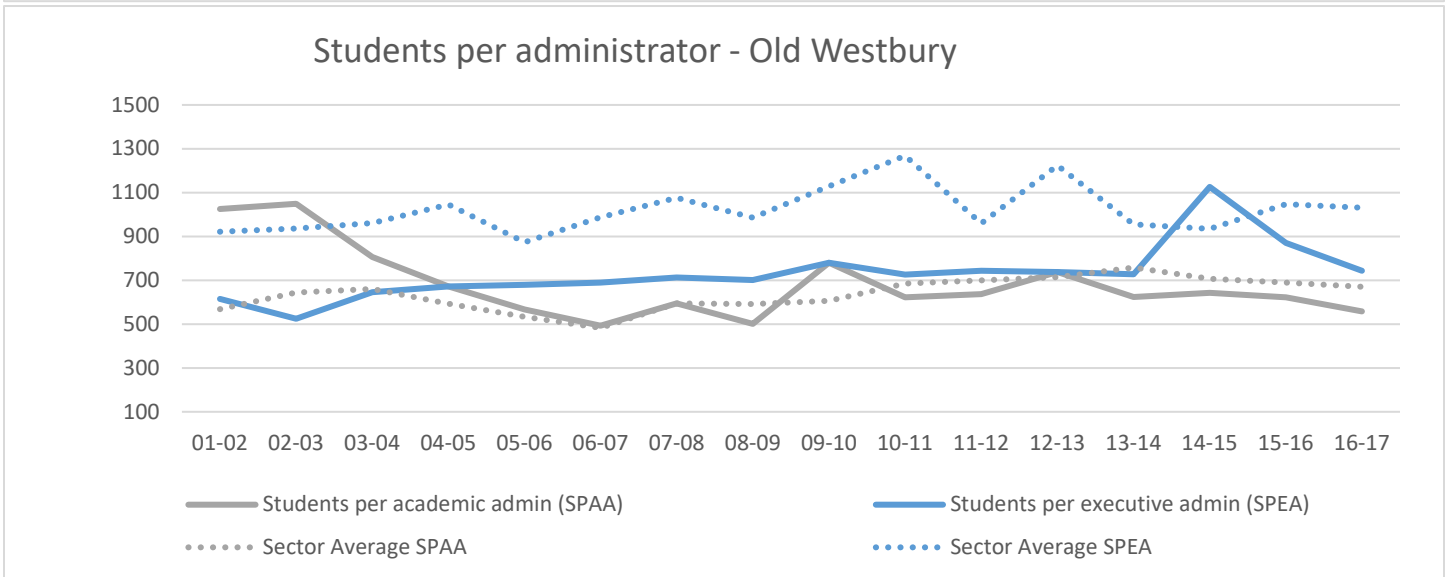
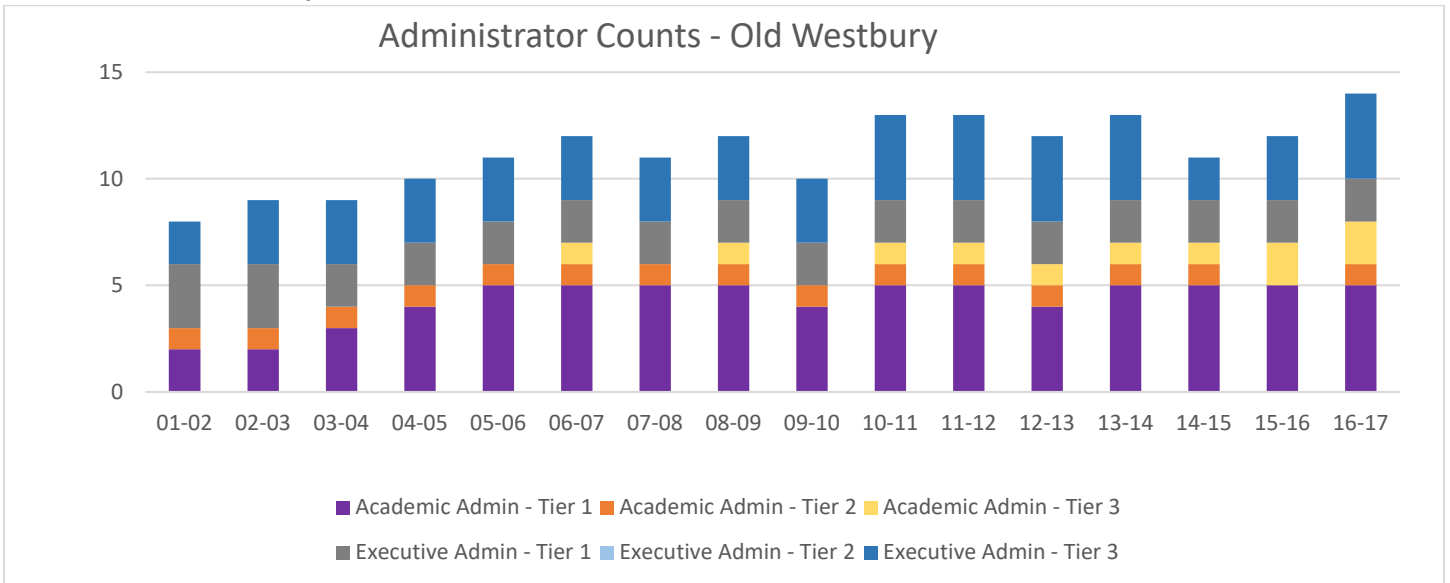
Geneseo



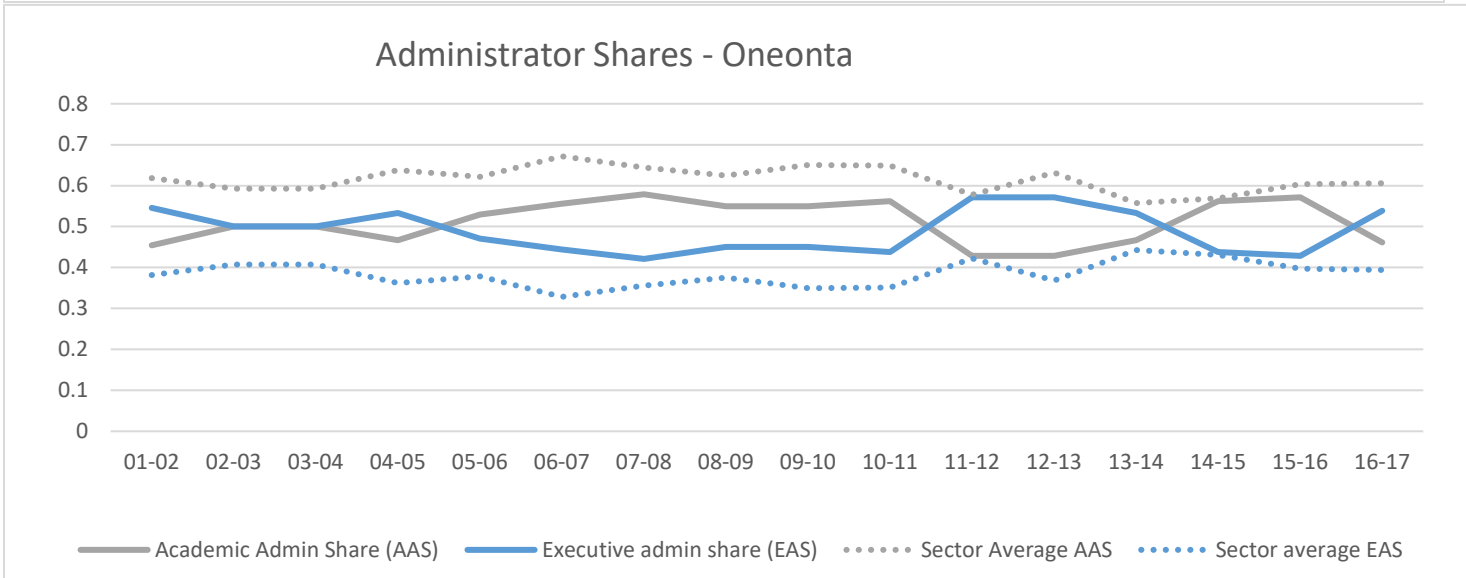
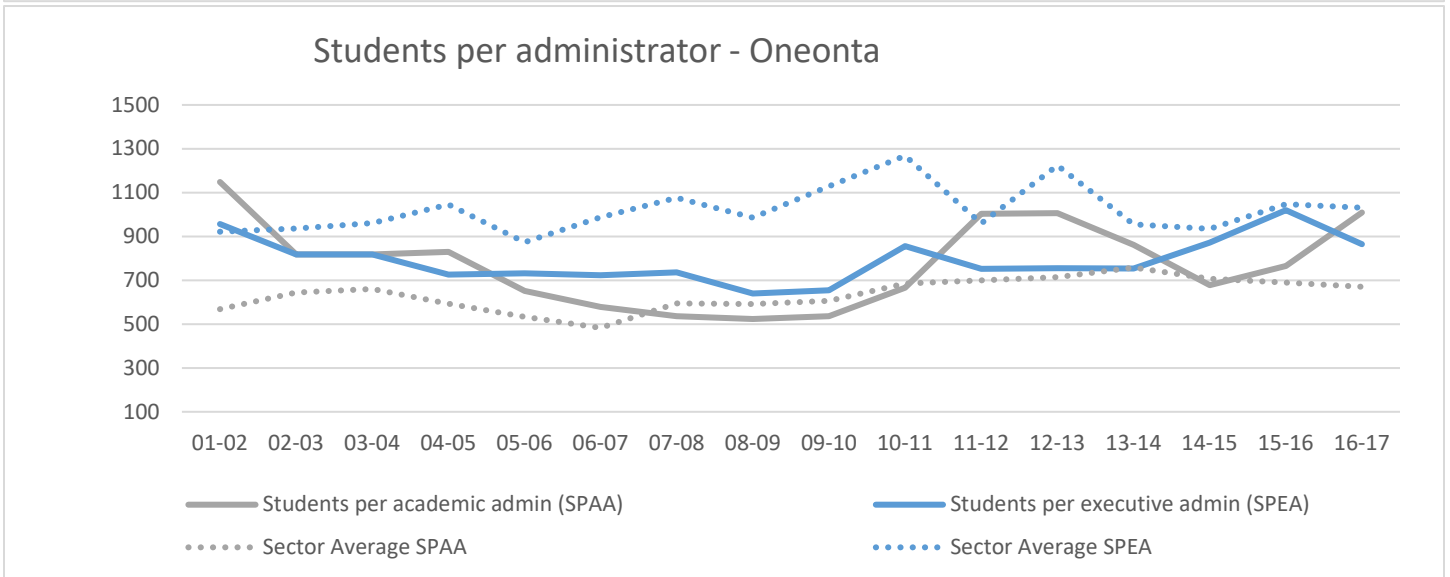
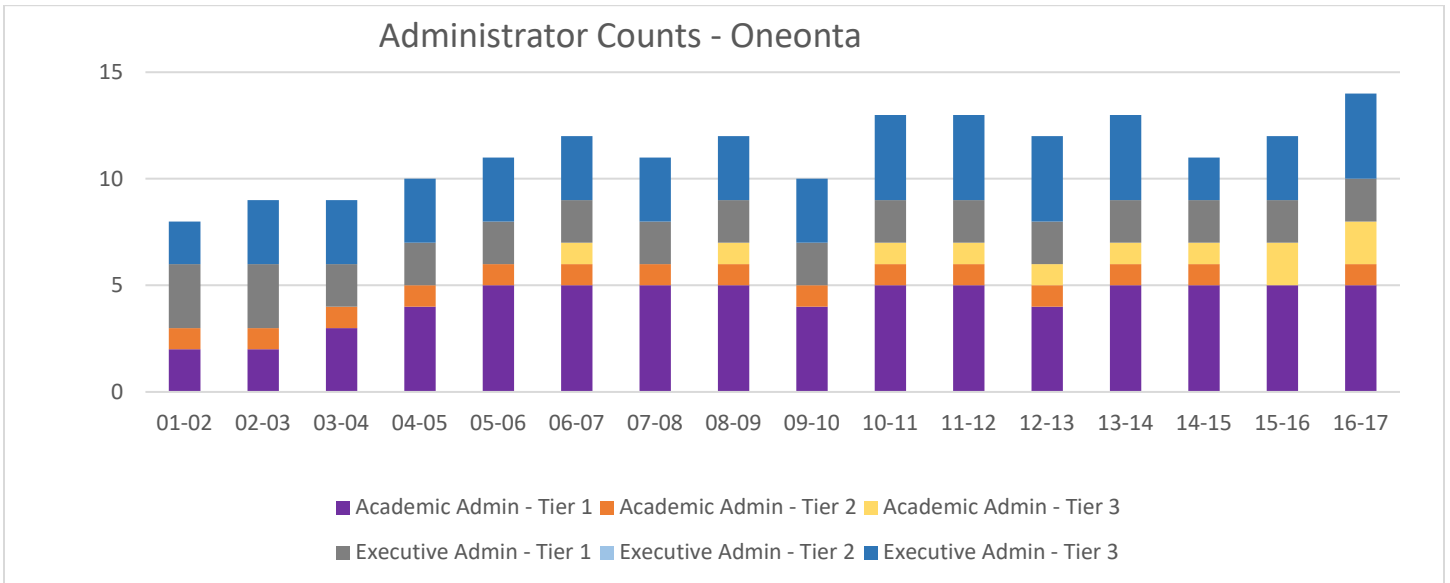
New Paltz



Old Westbury

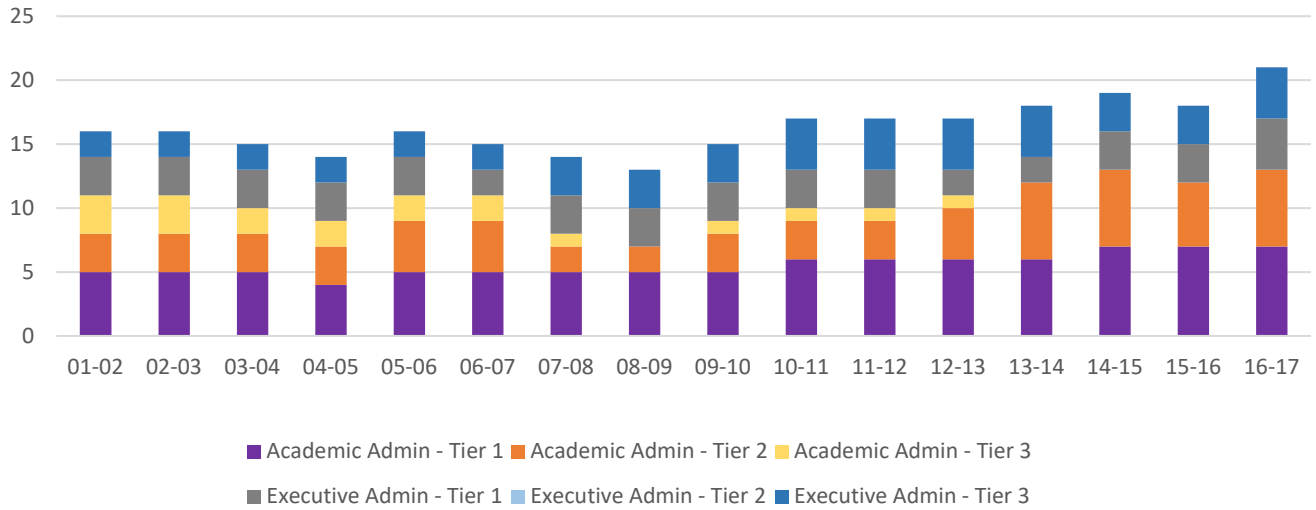


Oneonta

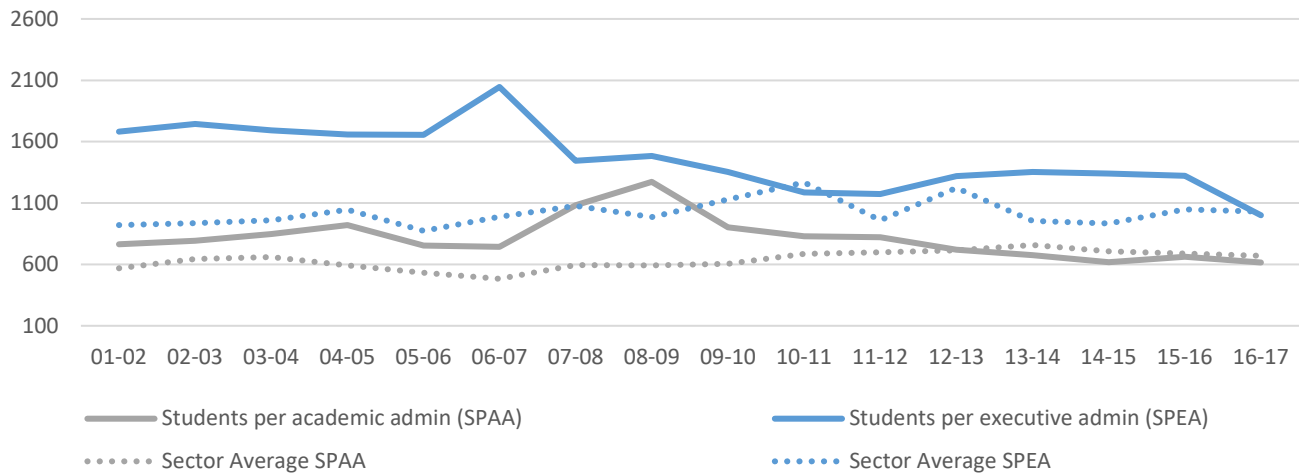


Oswego

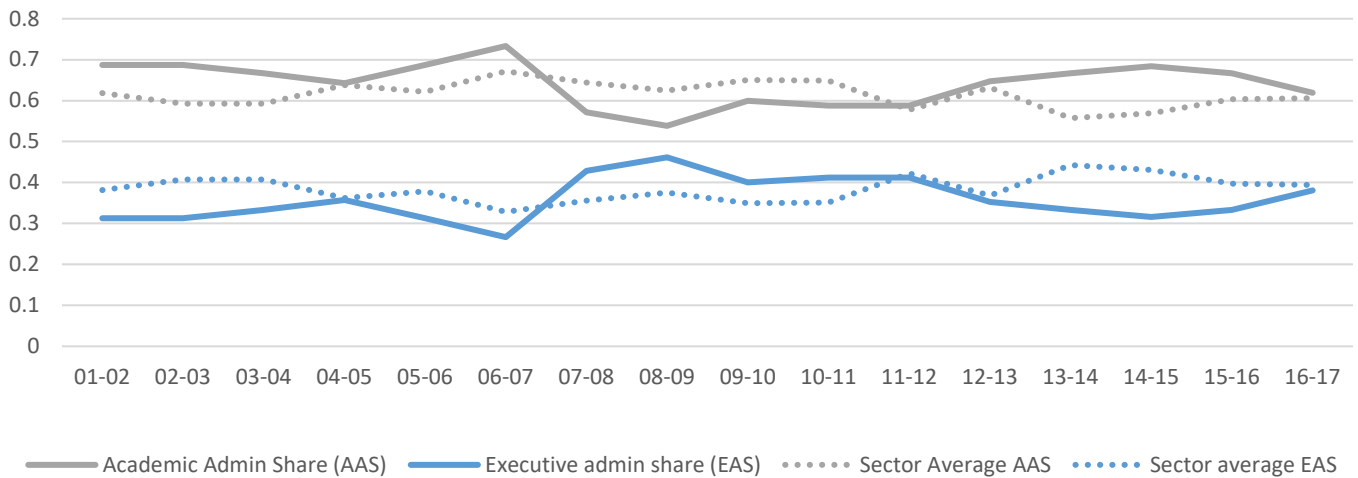
Administrator Counts - Oswego



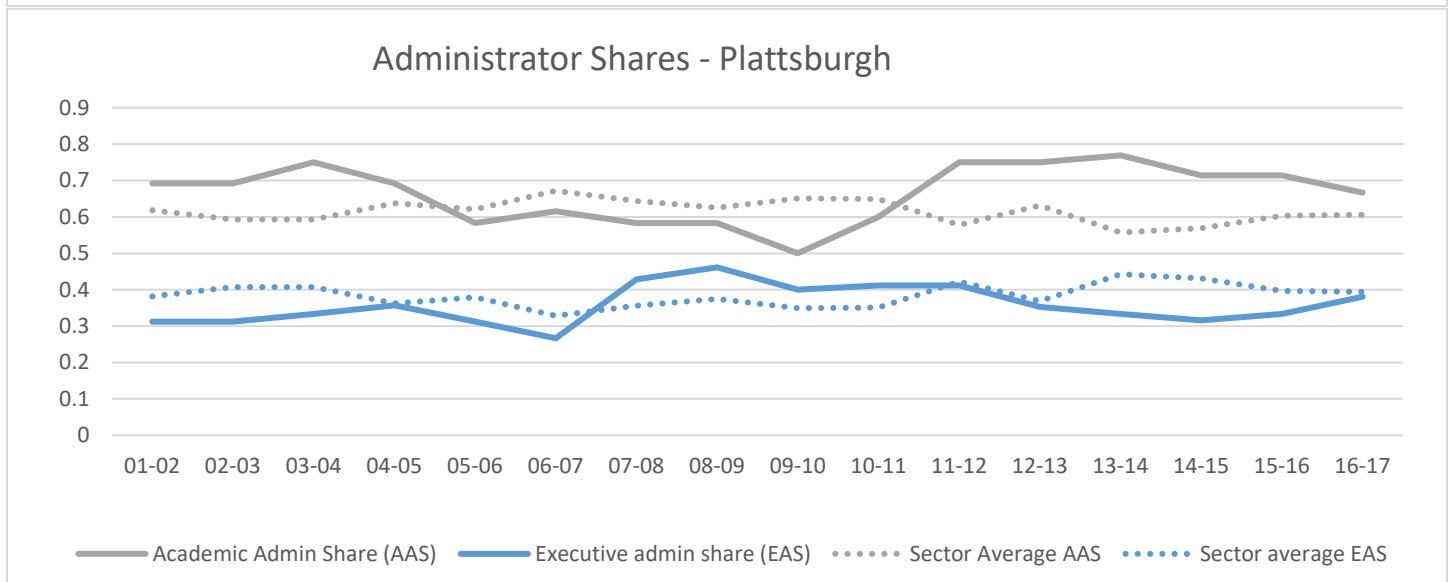
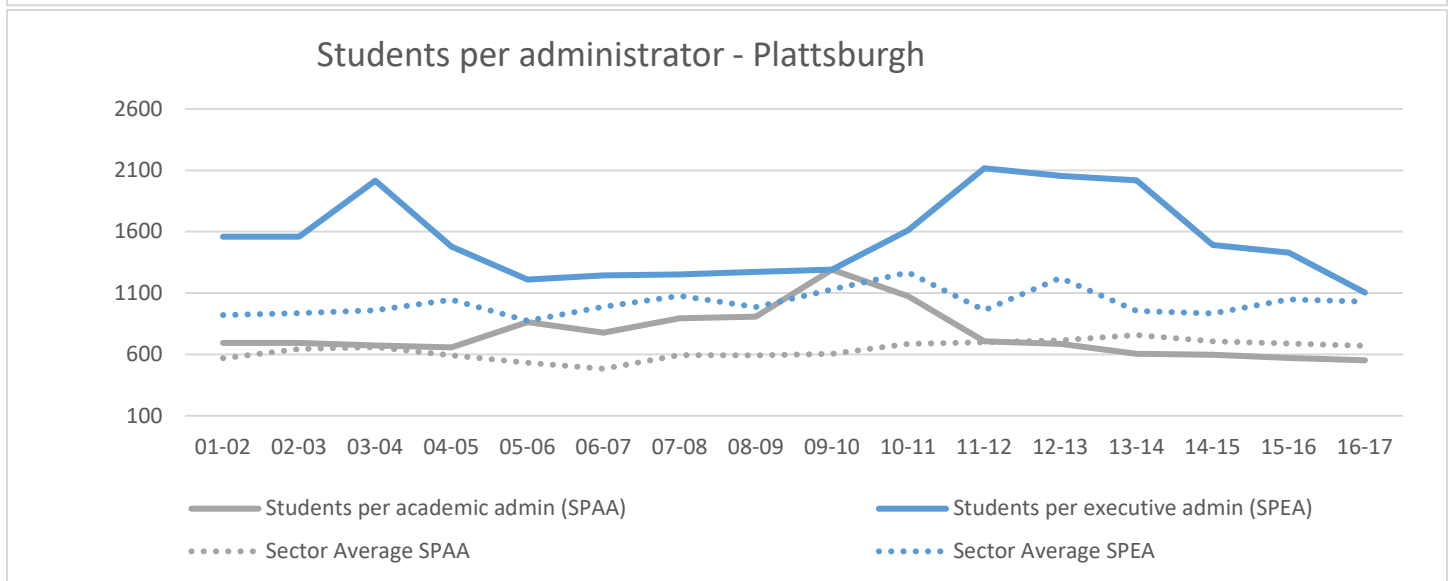
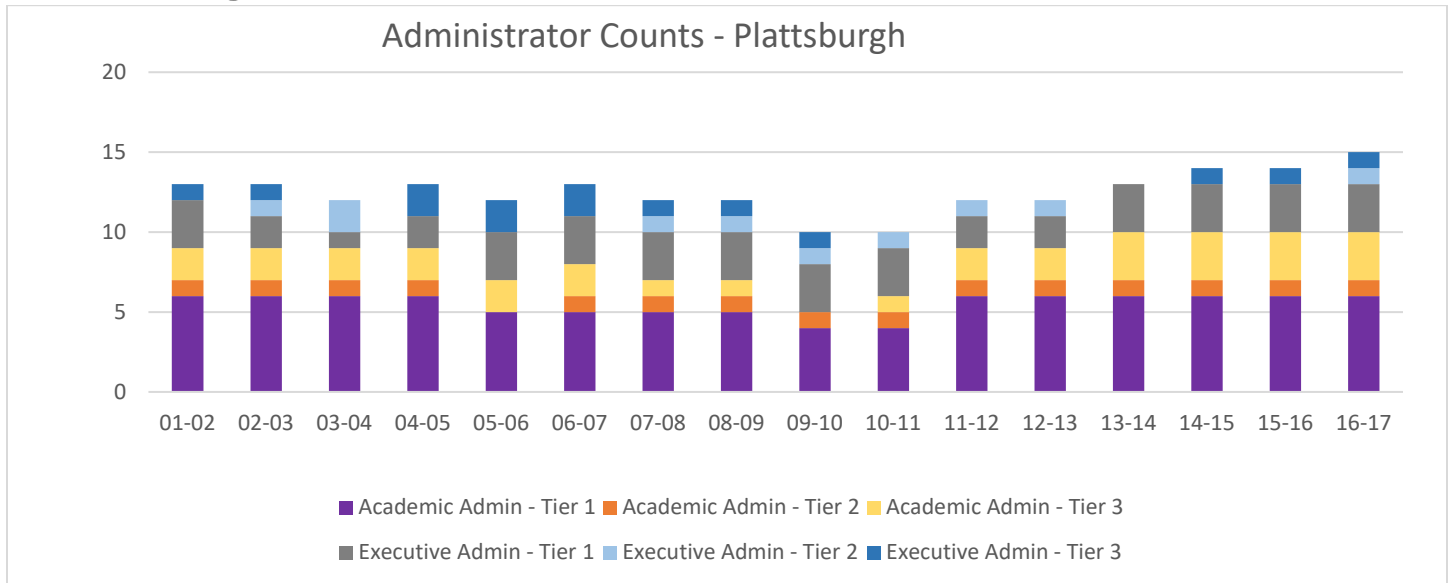
Students per administrator - Oswego



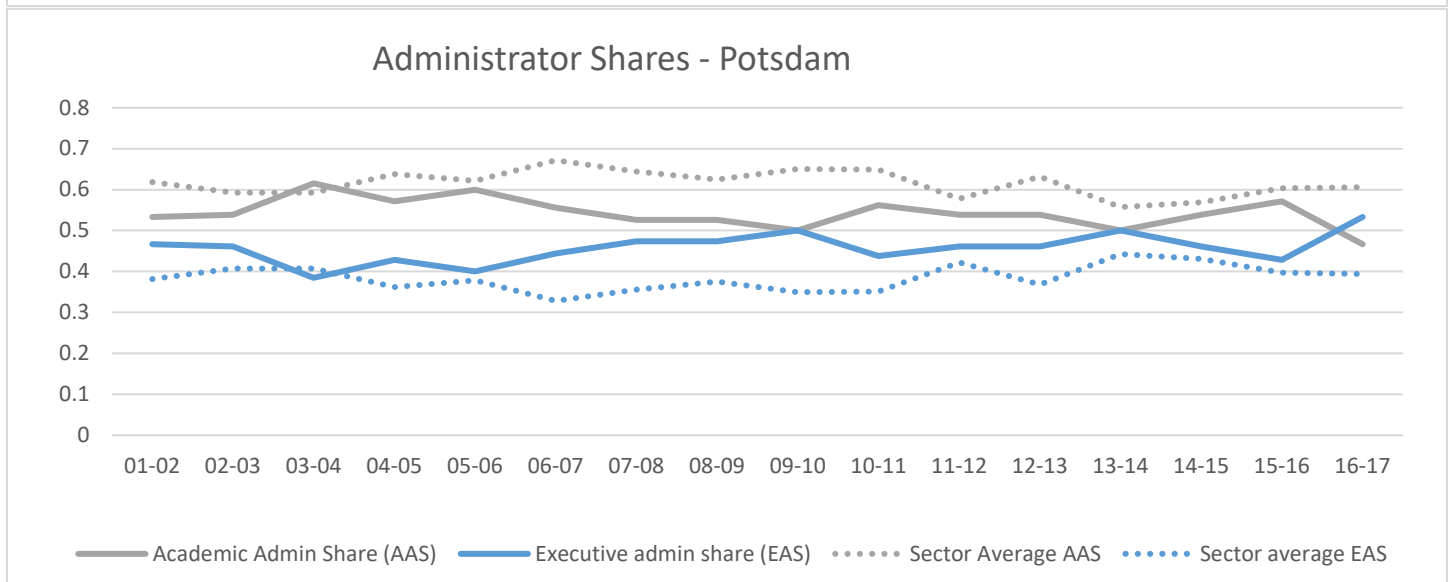
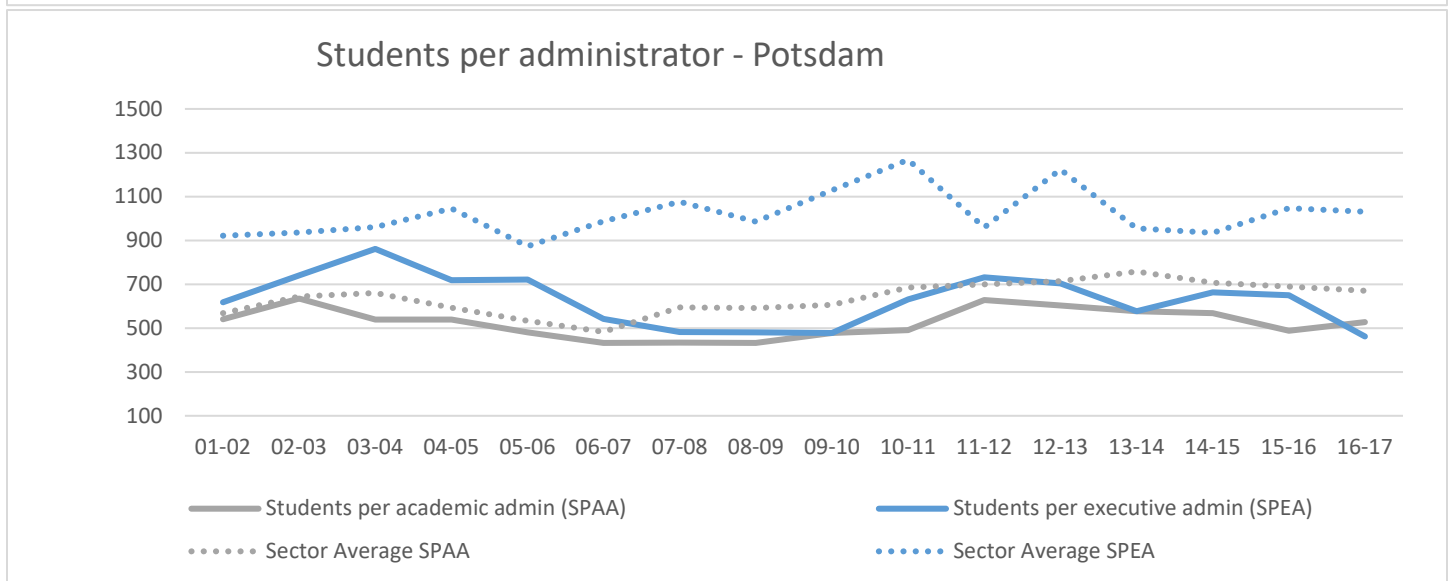
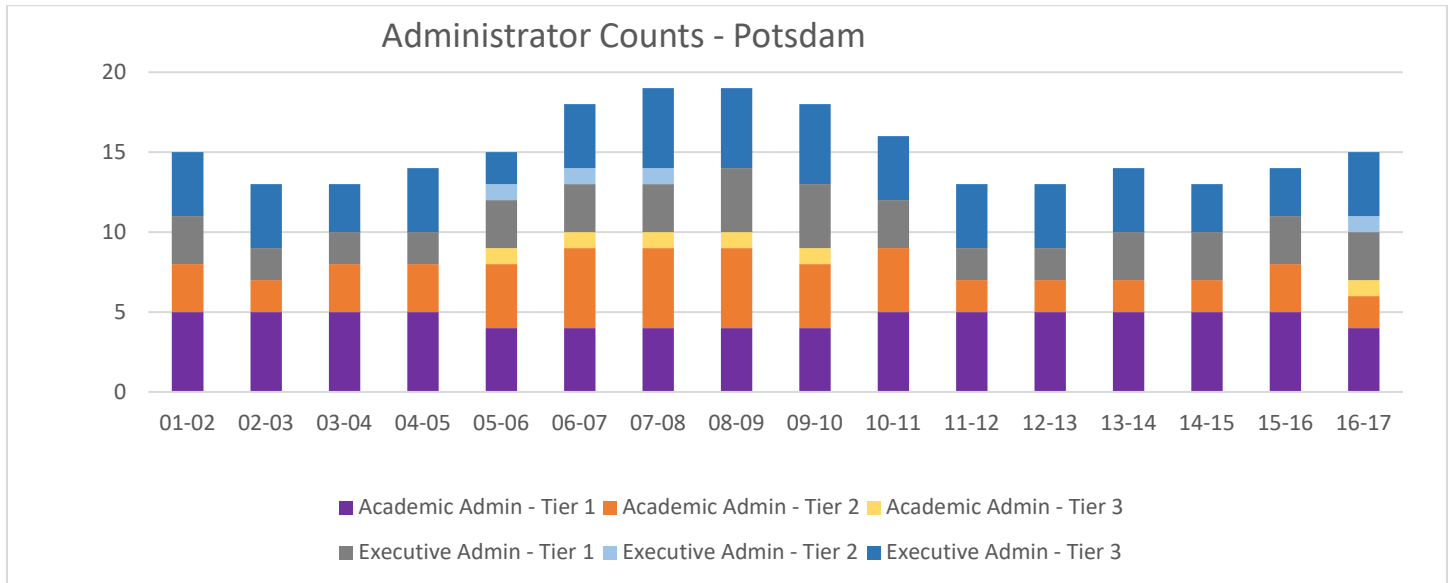
Administrator Shares - Oswego



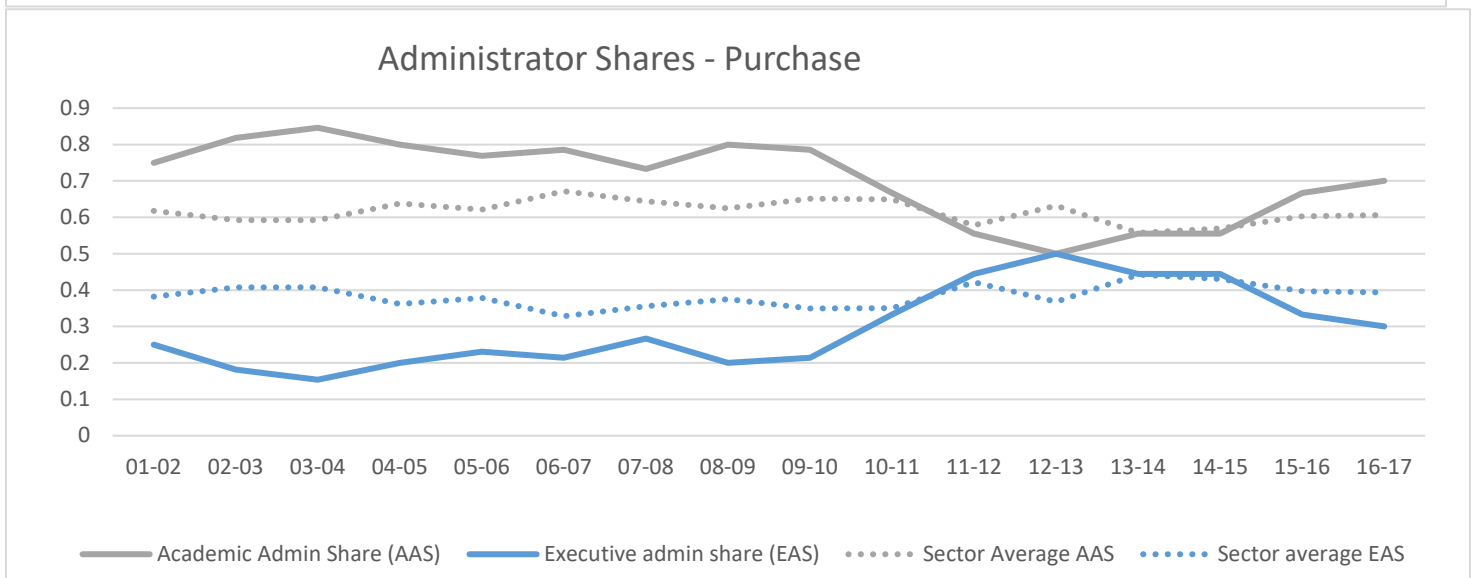
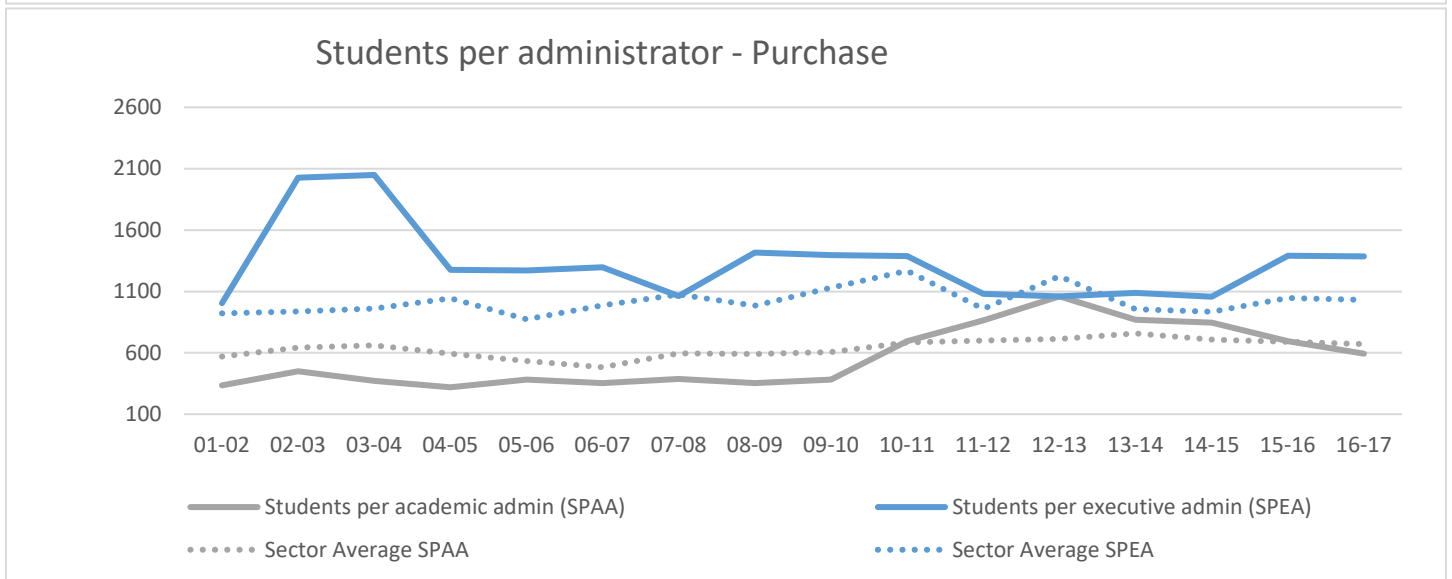
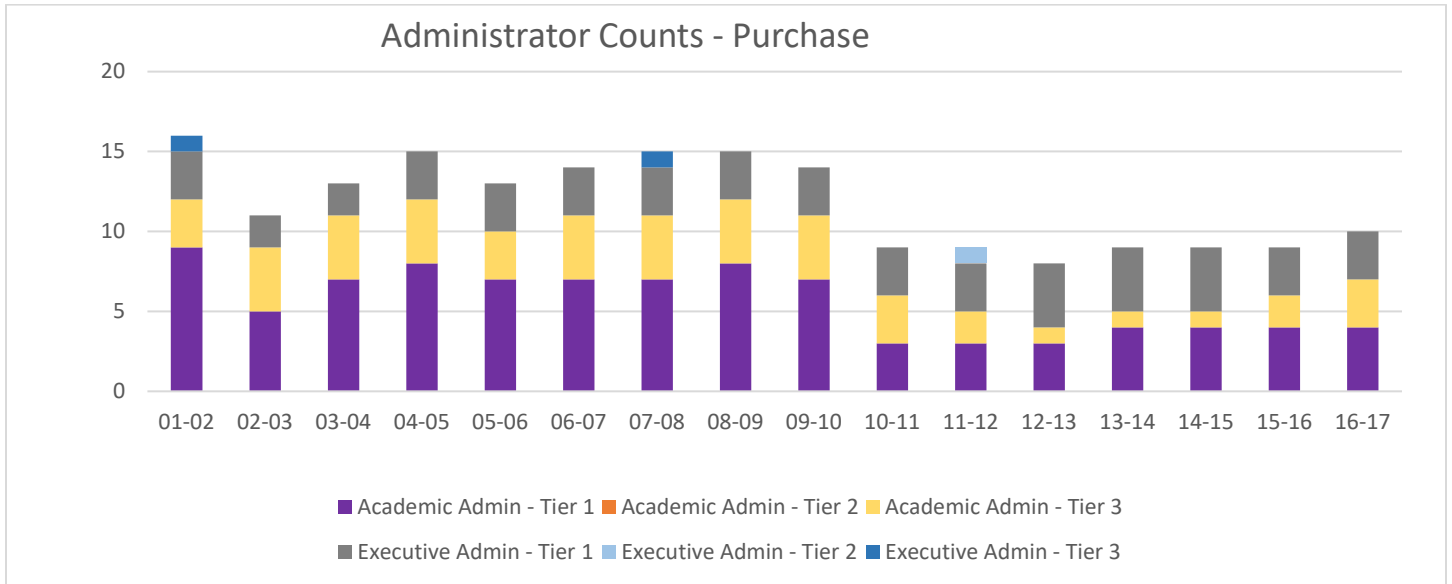
Plattsburgh



Potsdam

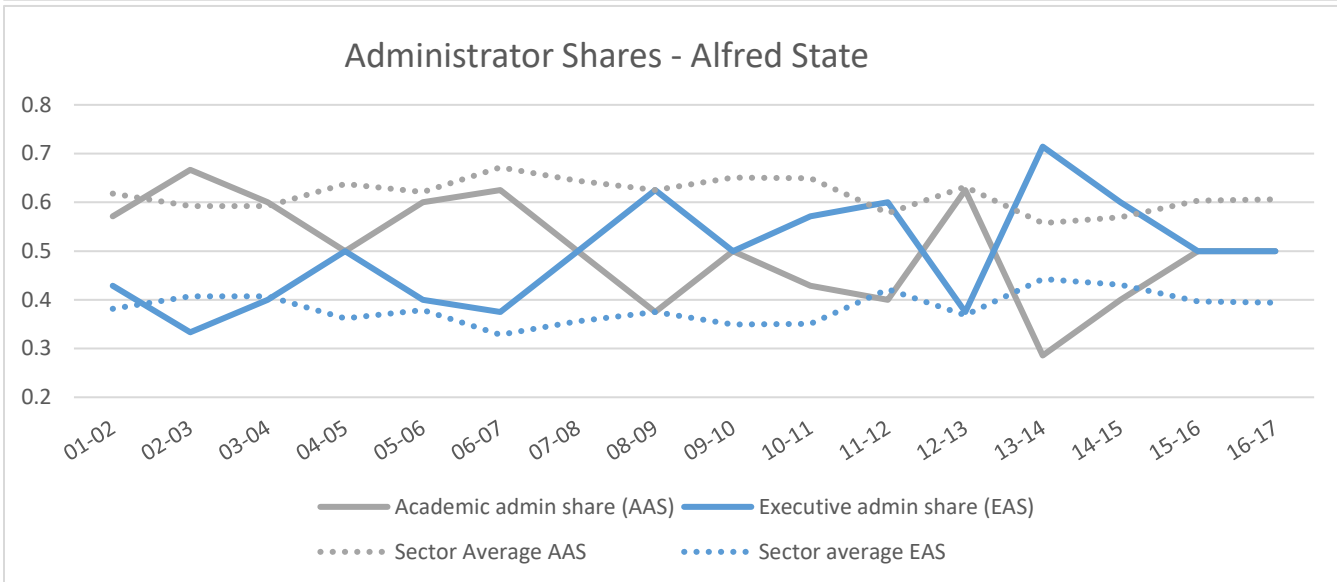
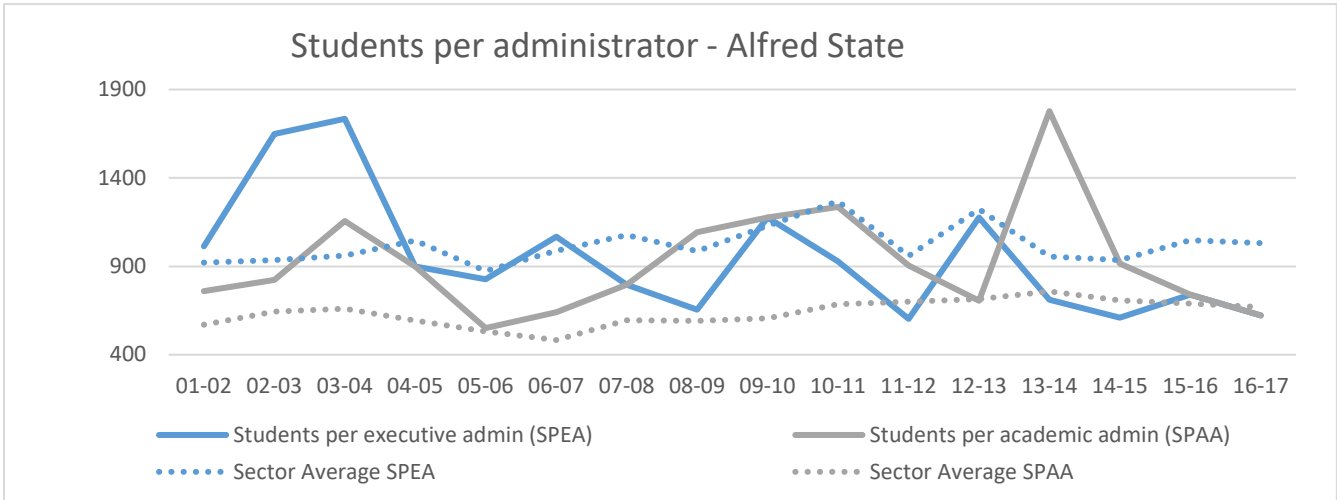
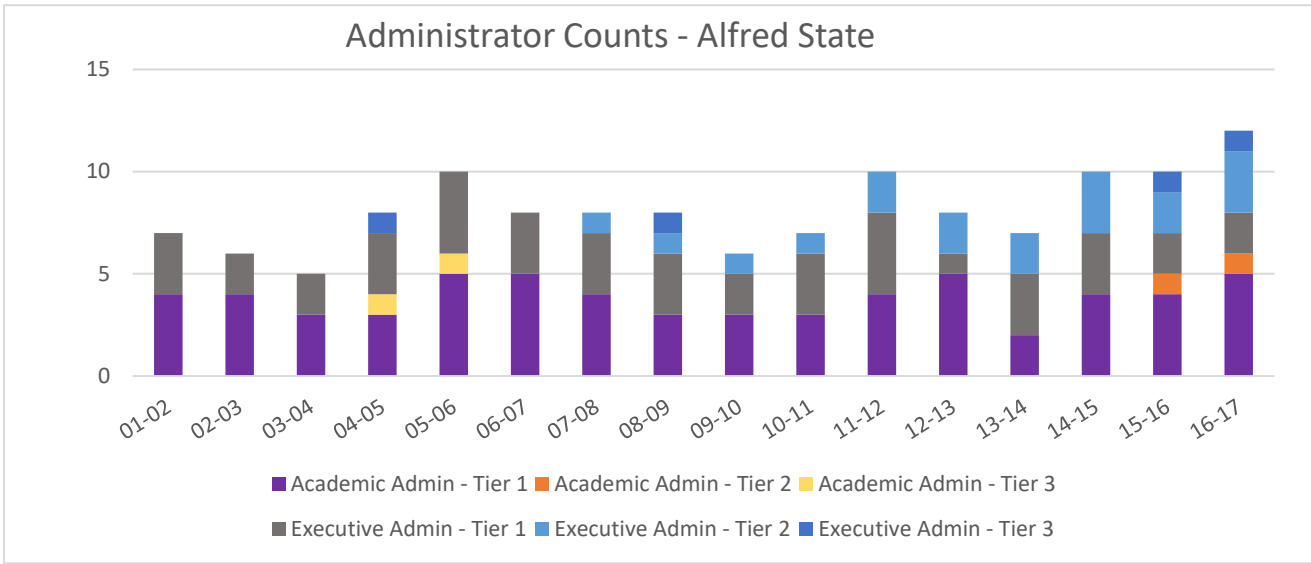


Purchase



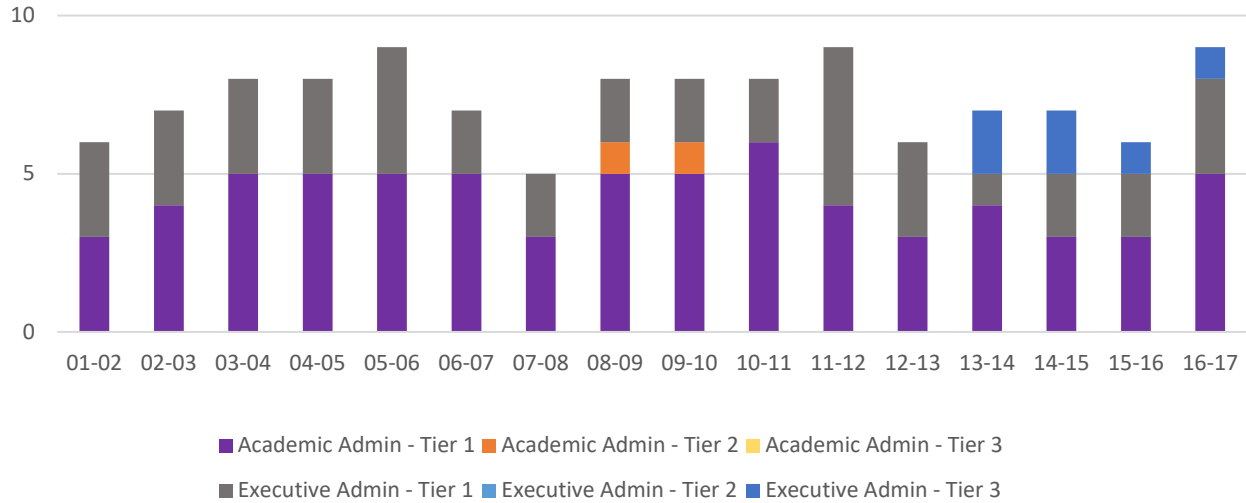
Colleges of Technology

Alfred State

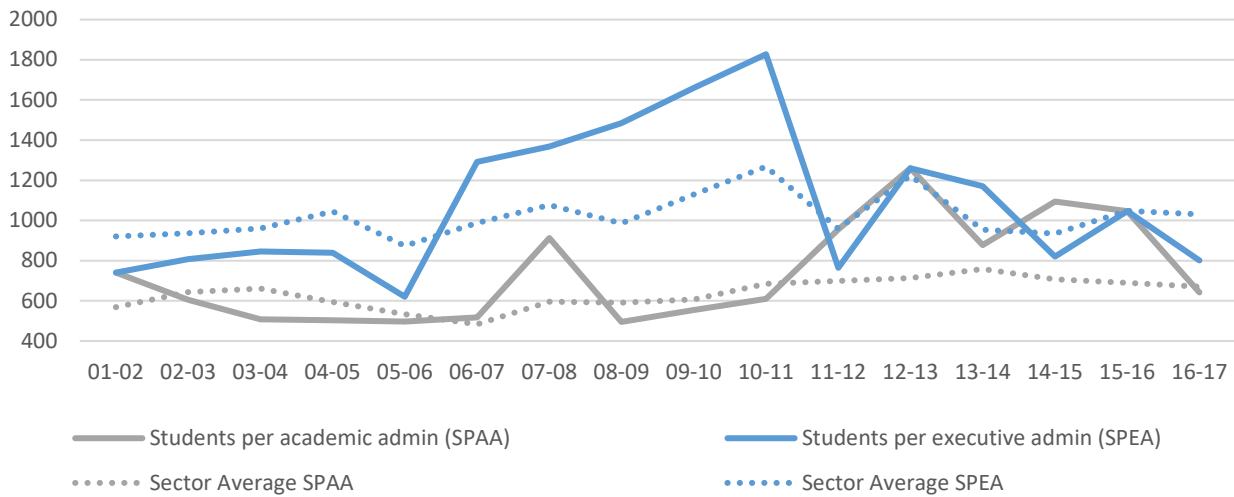


Canton

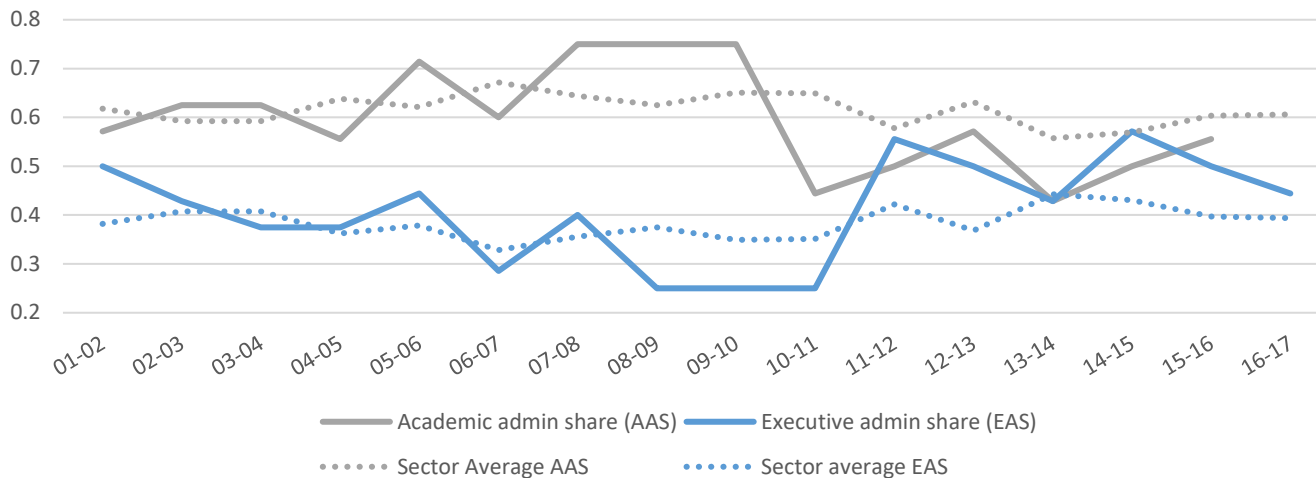
Administrator Counts - Canton



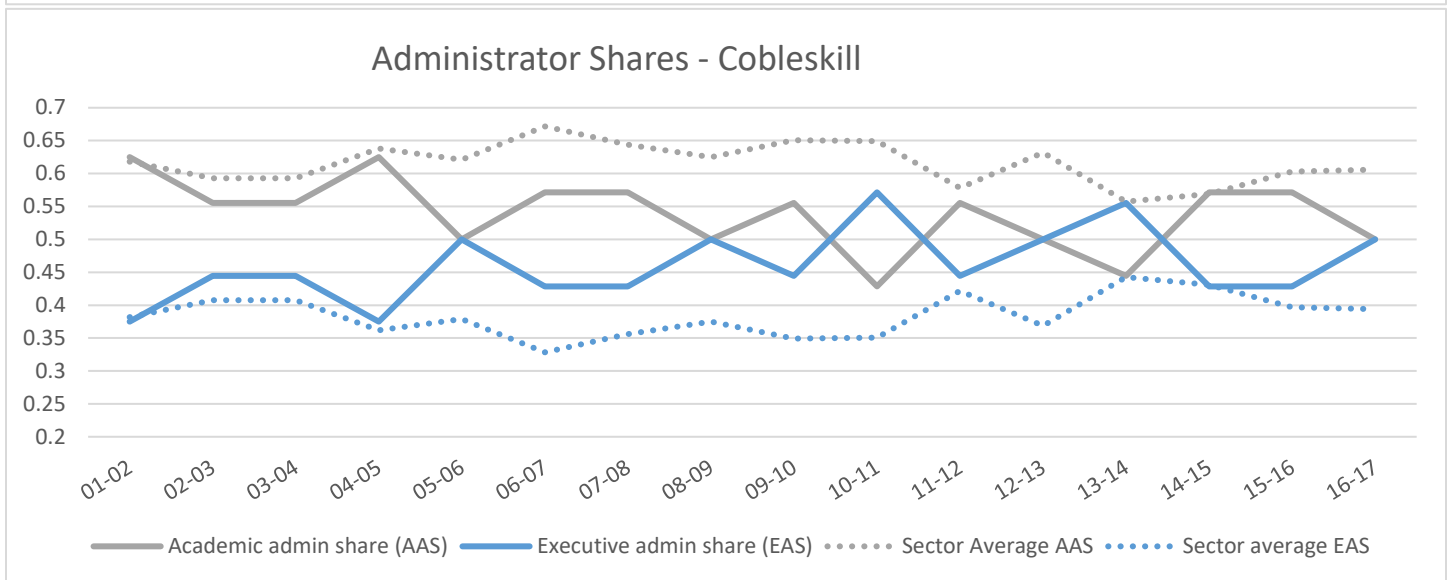
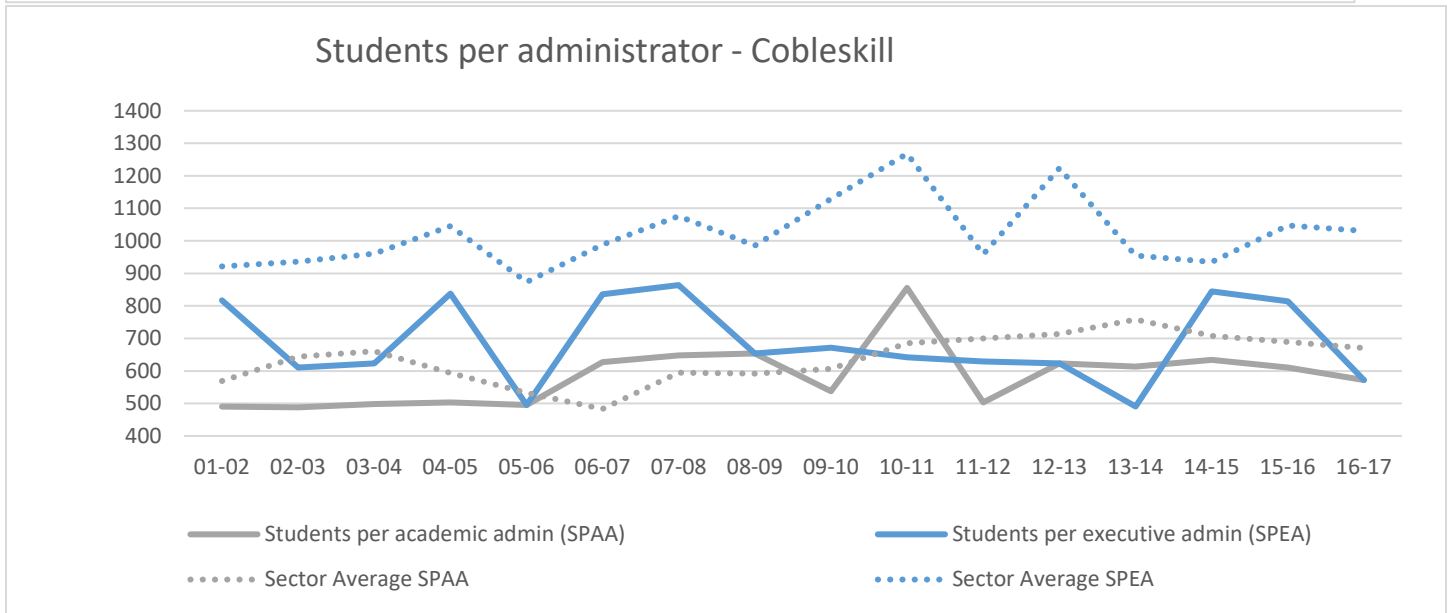
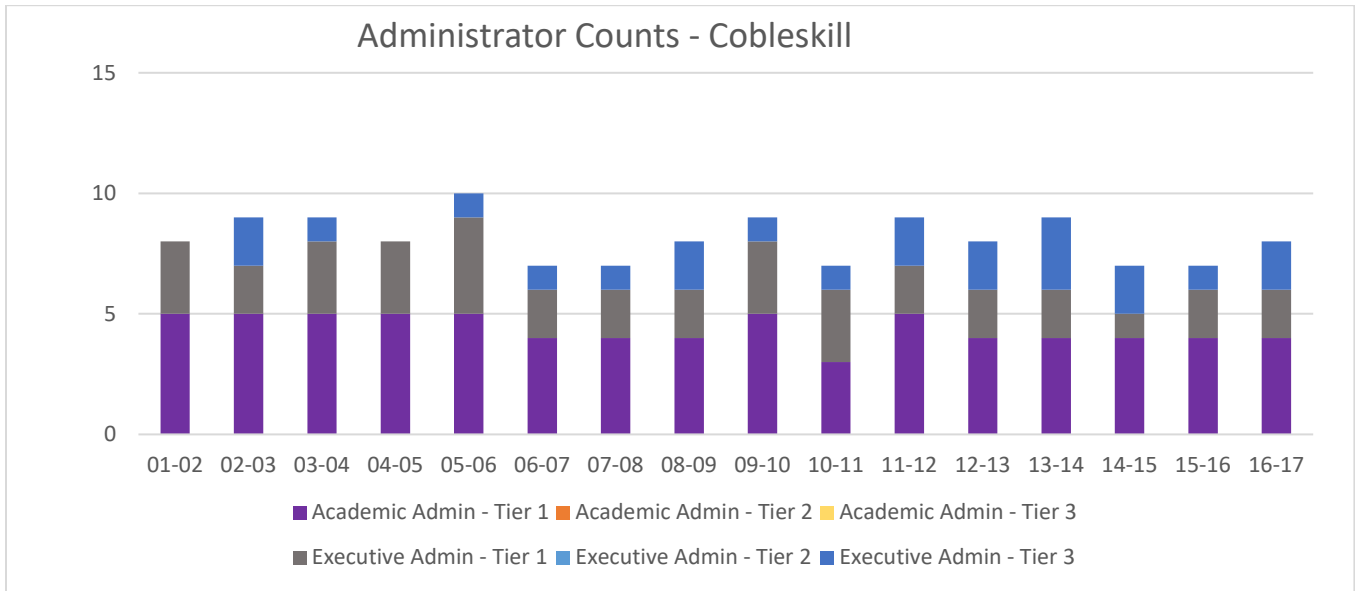
Students per administrator - Canton



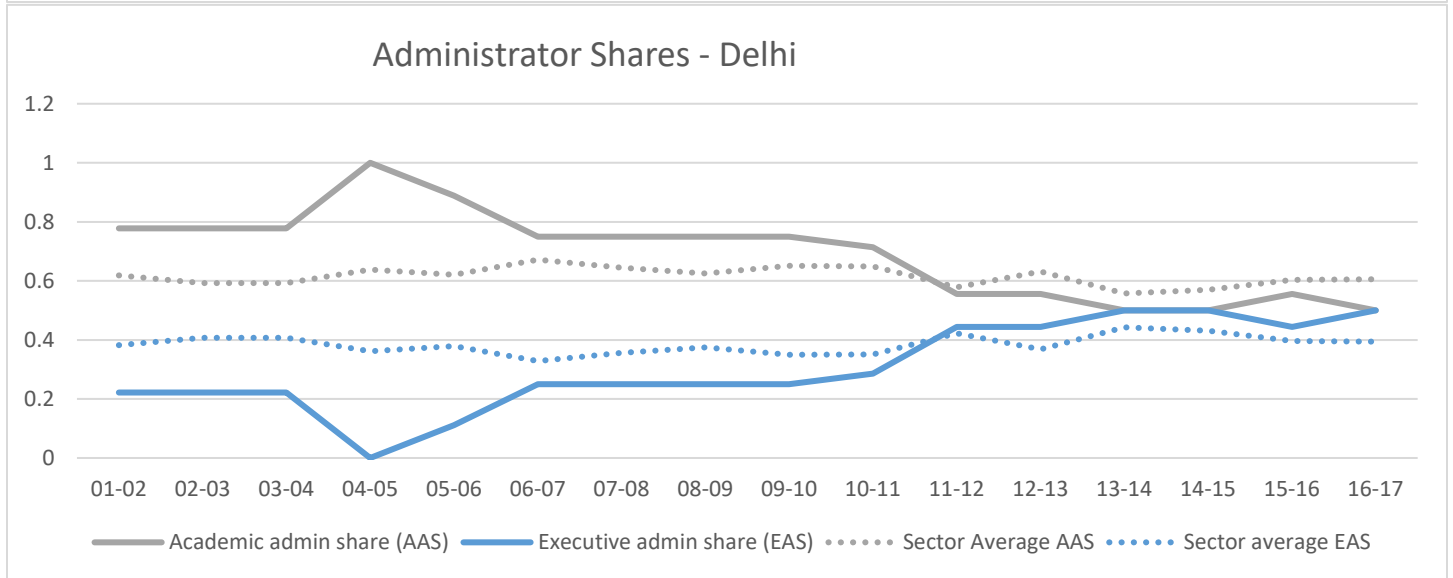
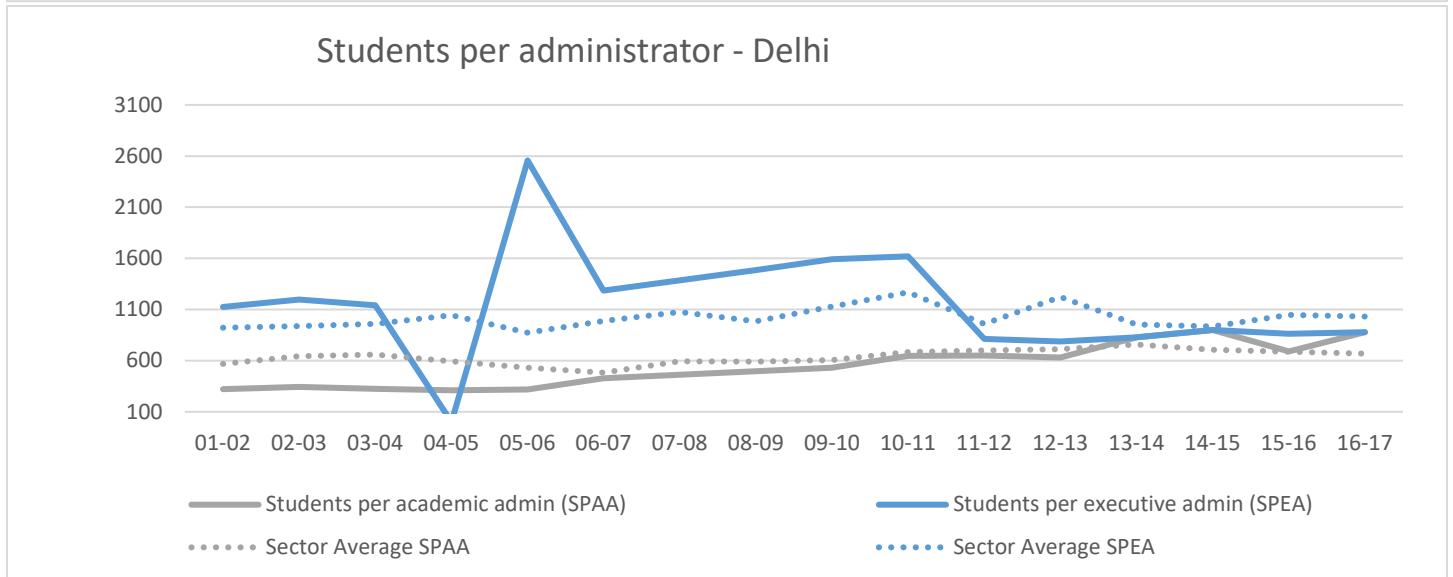
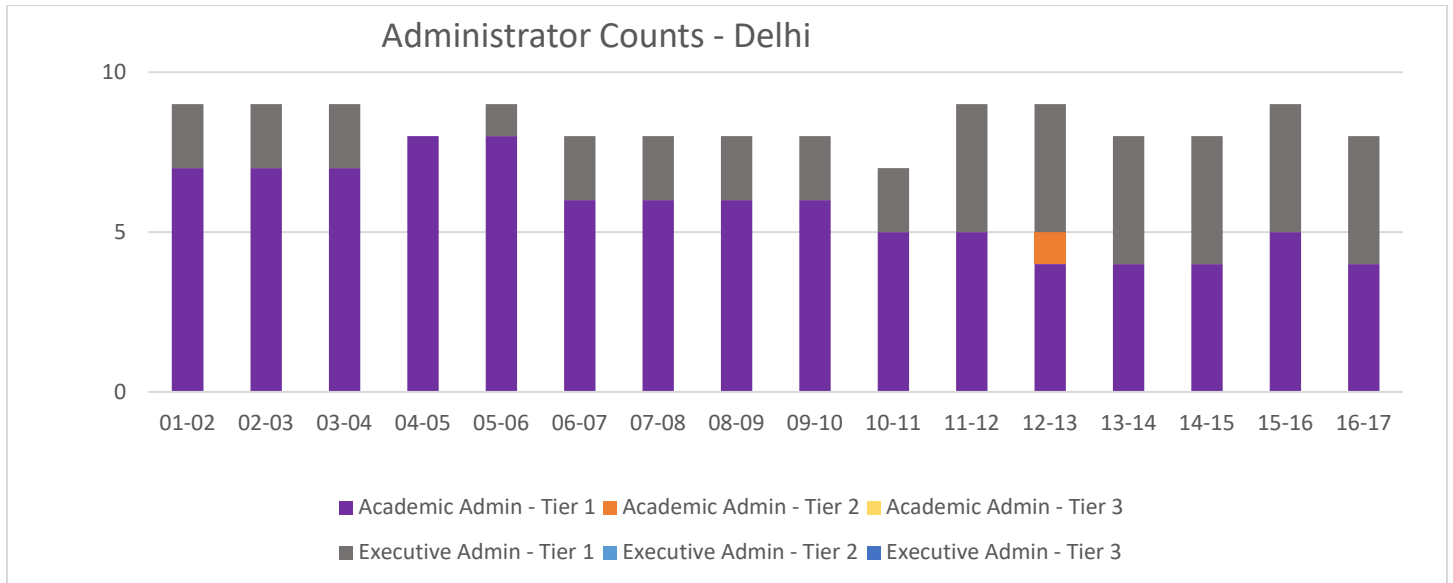
Administrator Shares - Canton



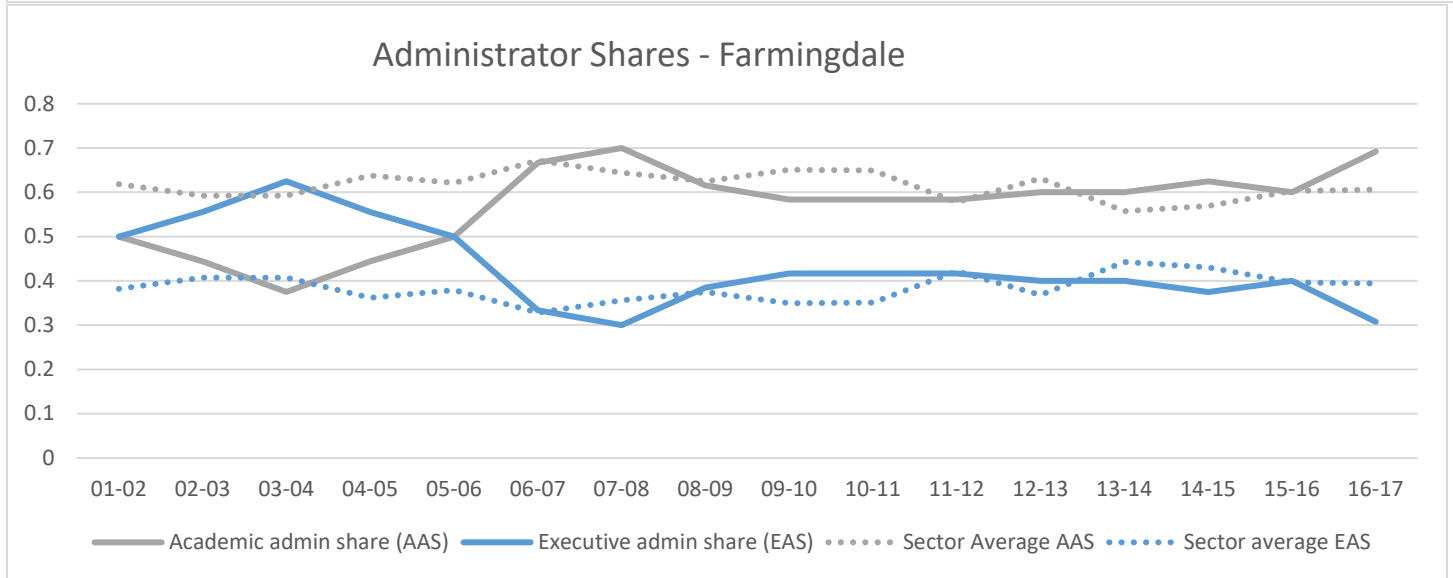
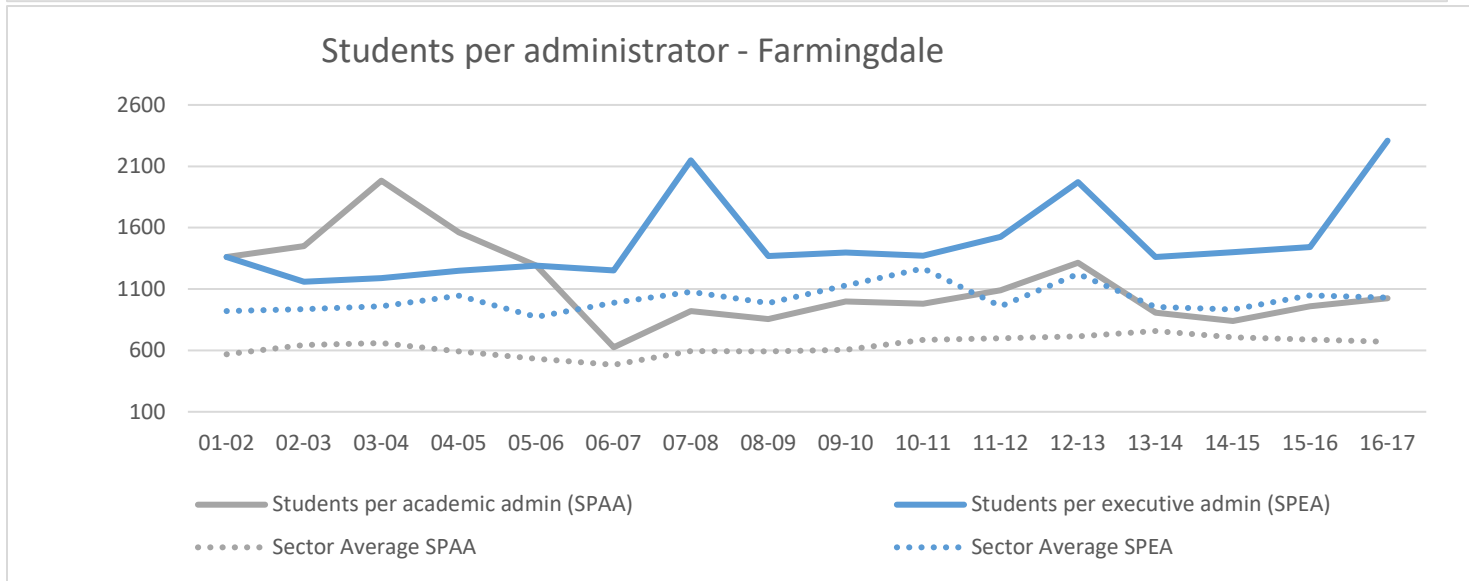
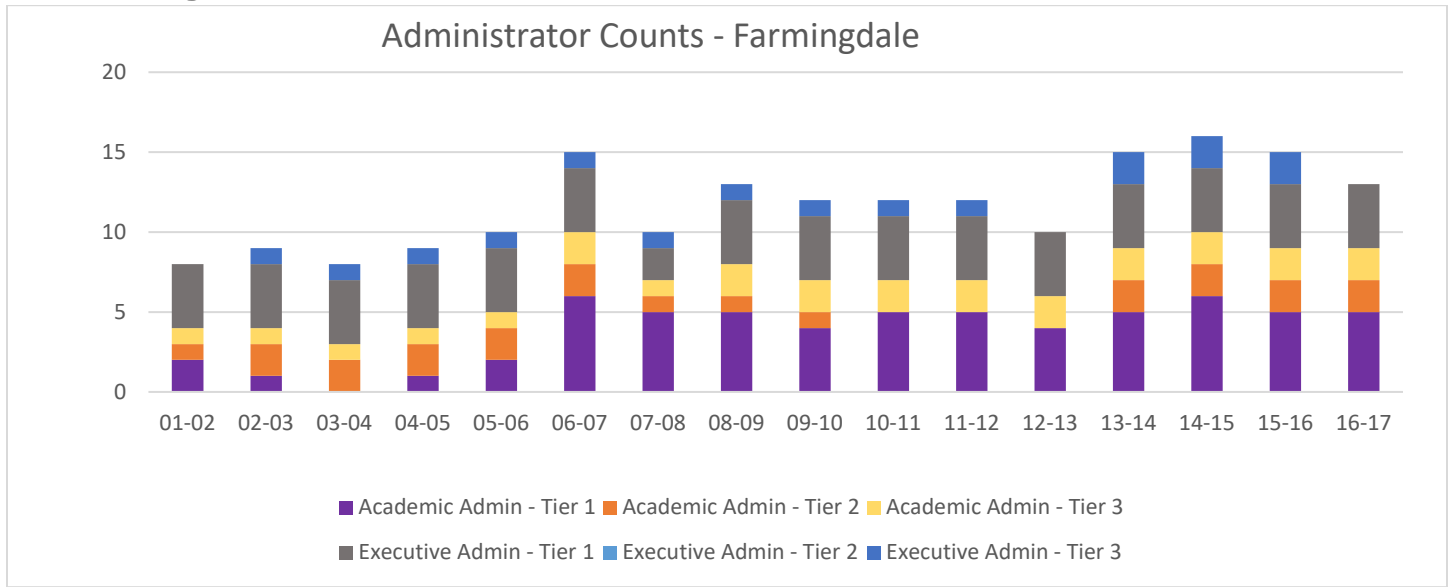
Cobleskill



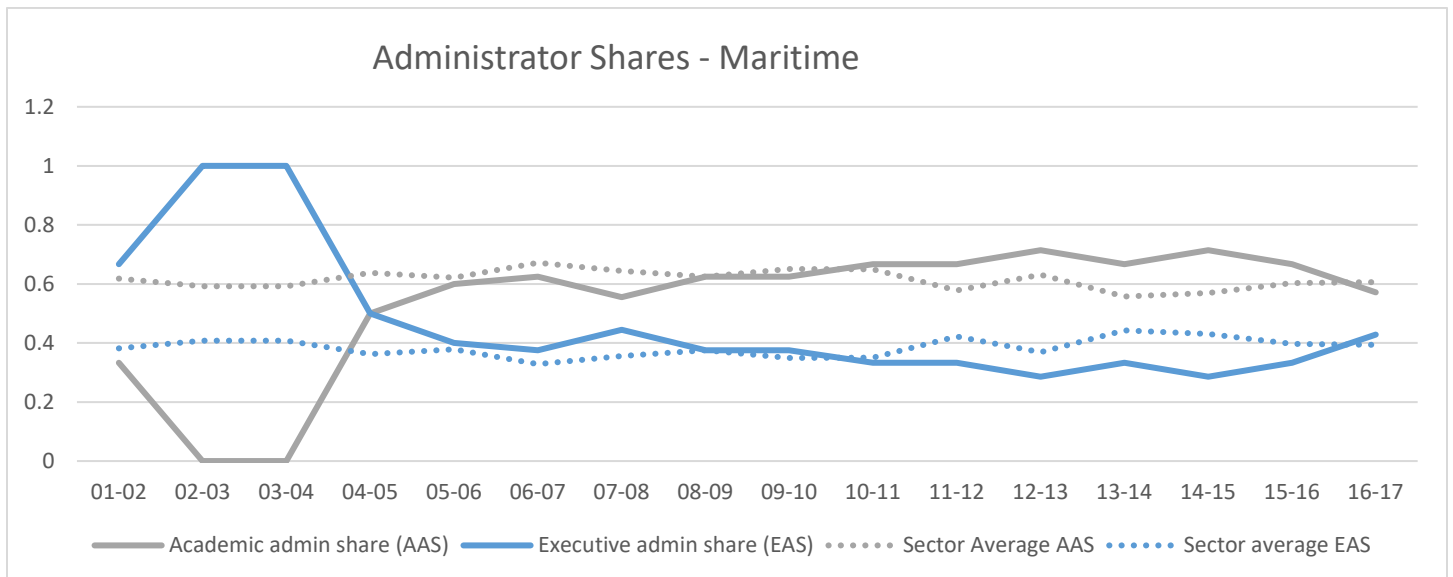
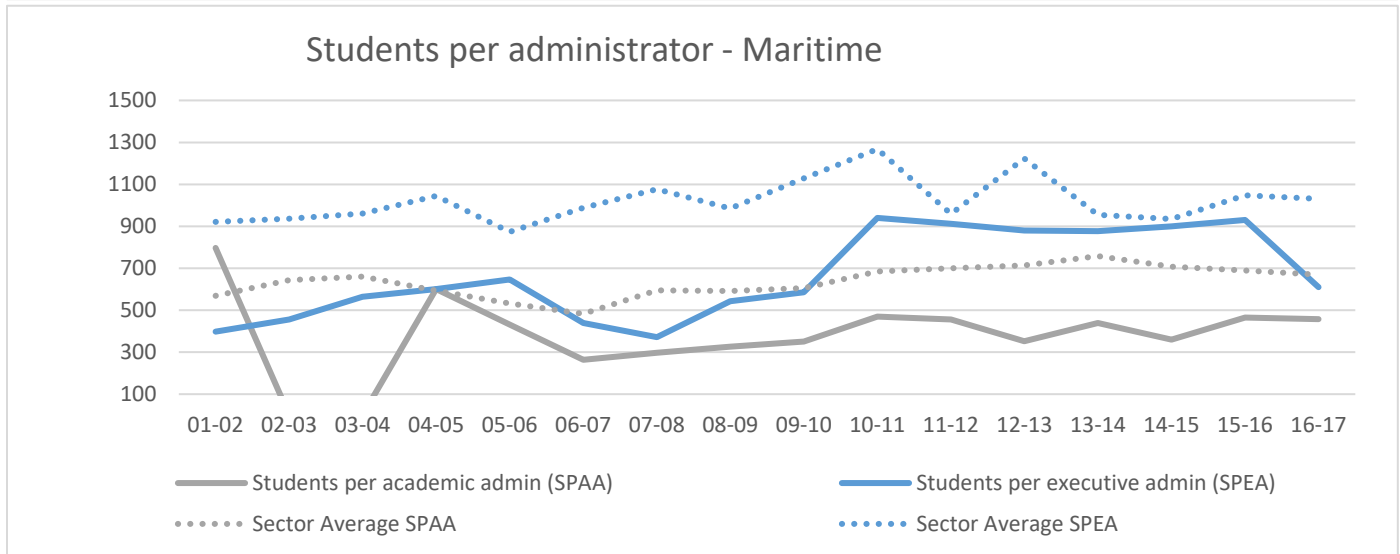
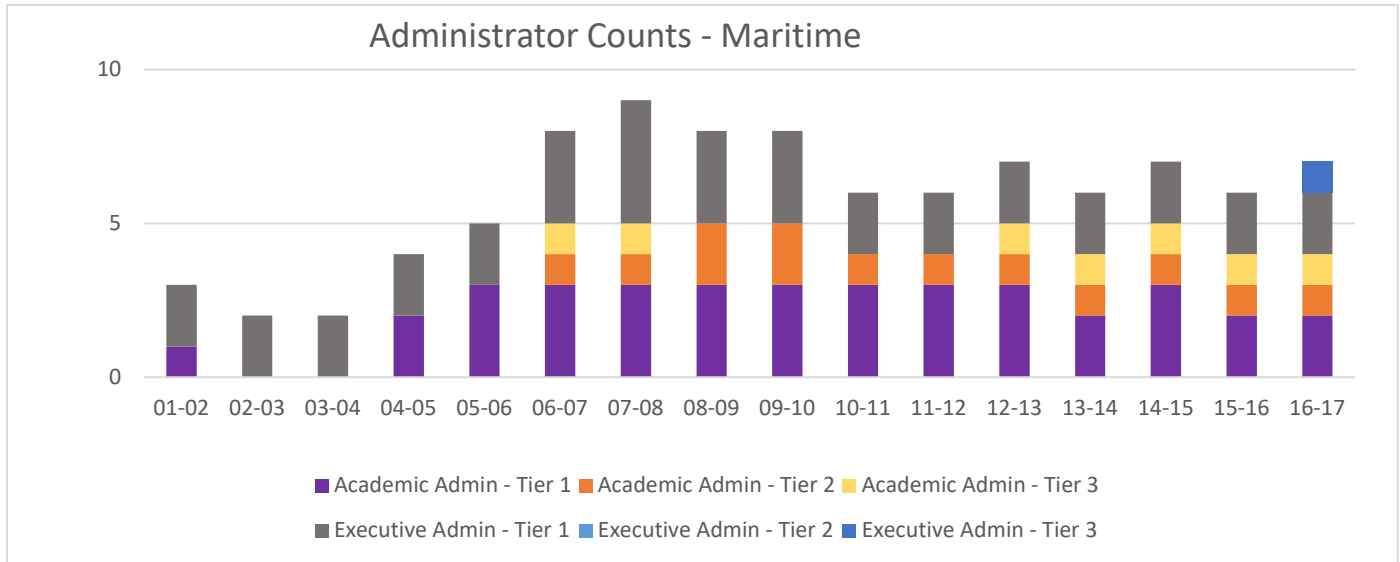
Delhi



Farmingdale

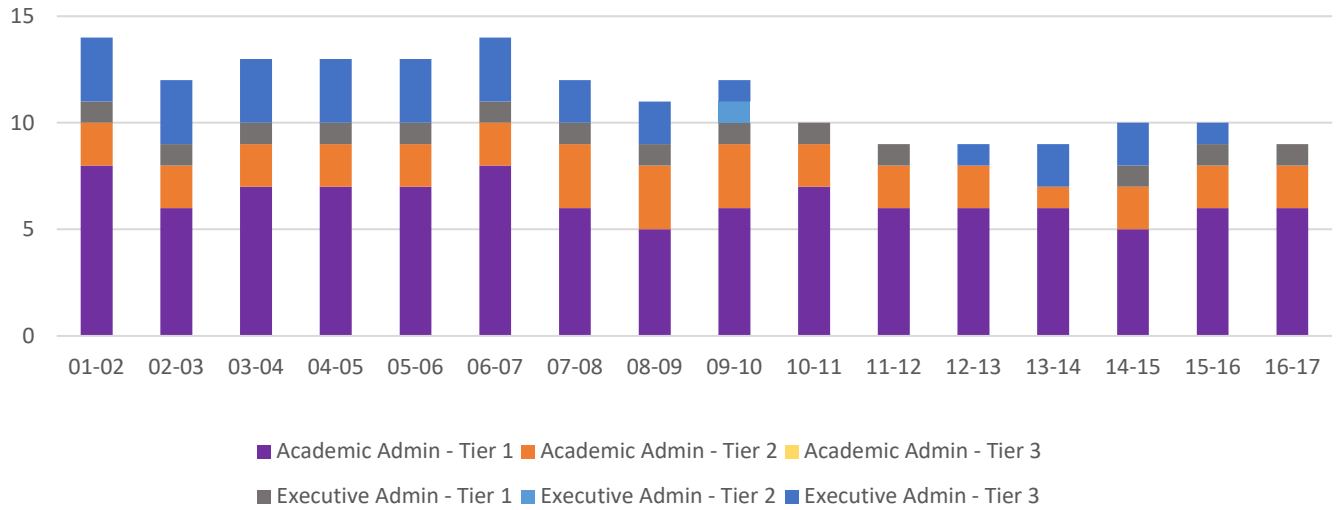


Maritime

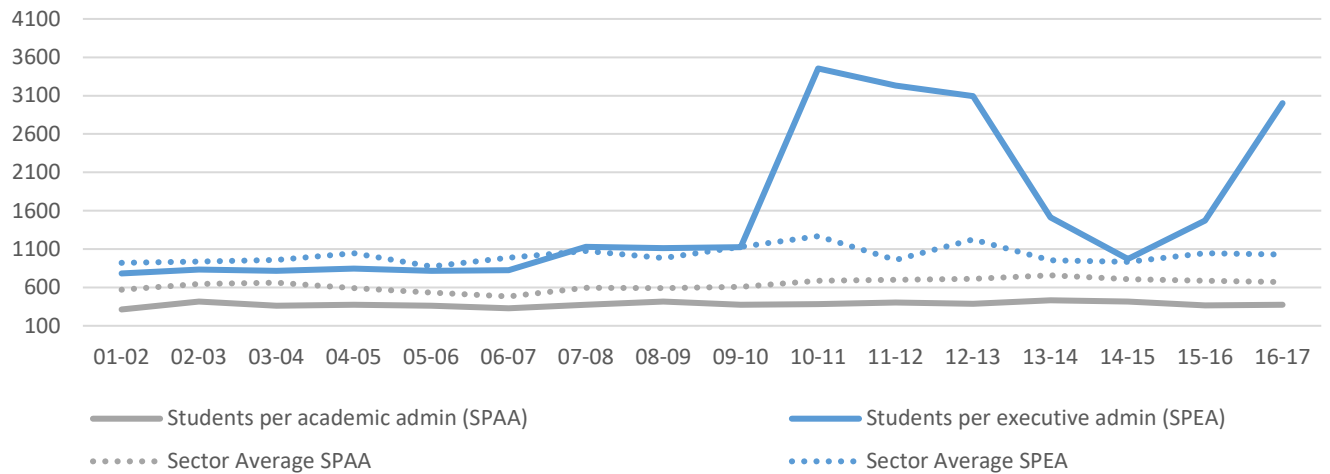


Morrisville

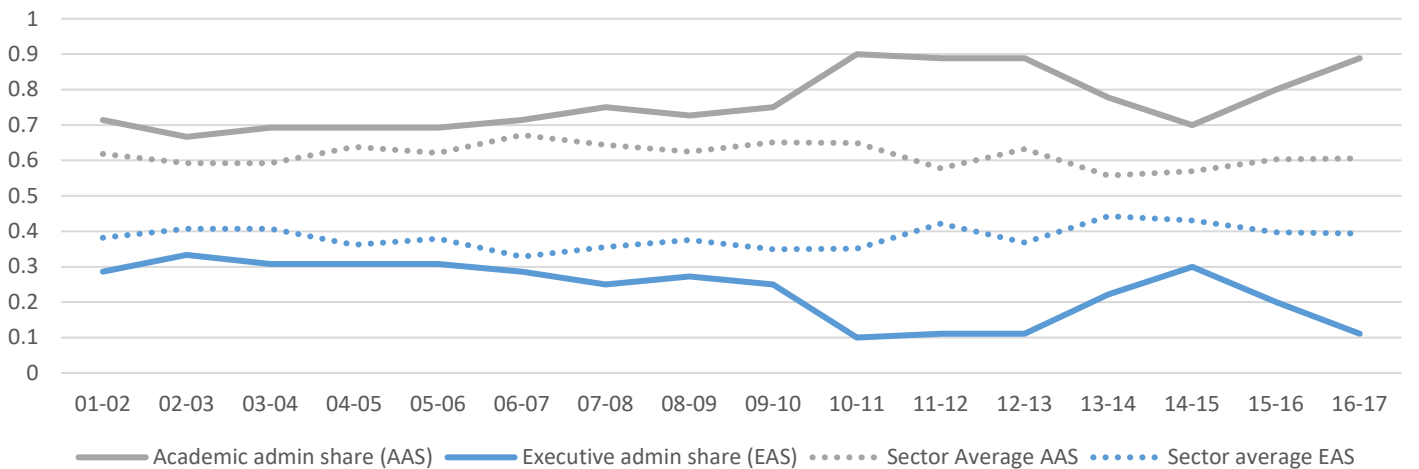
Administrator Counts - Morrisville



Students per administrator - Morrisville

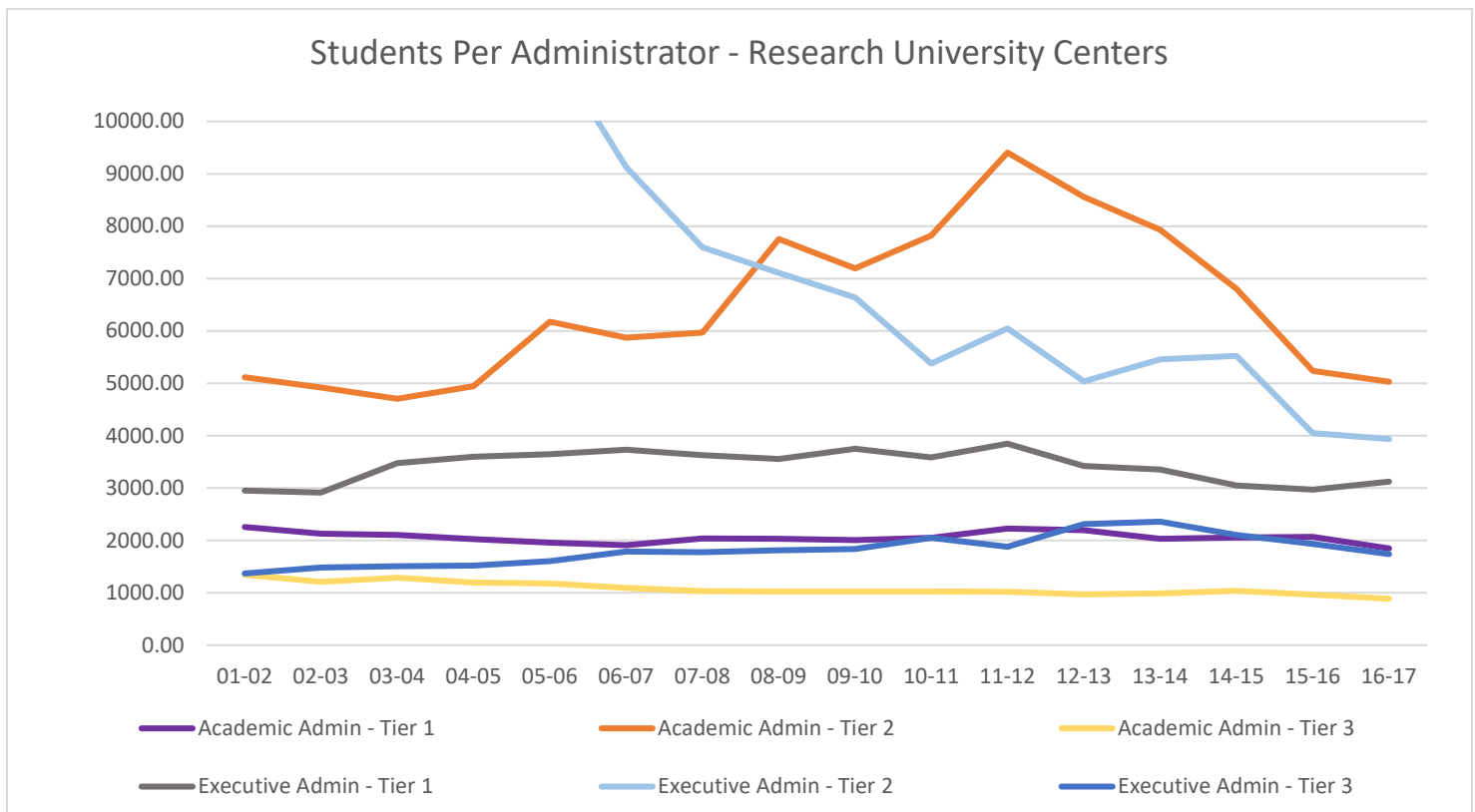
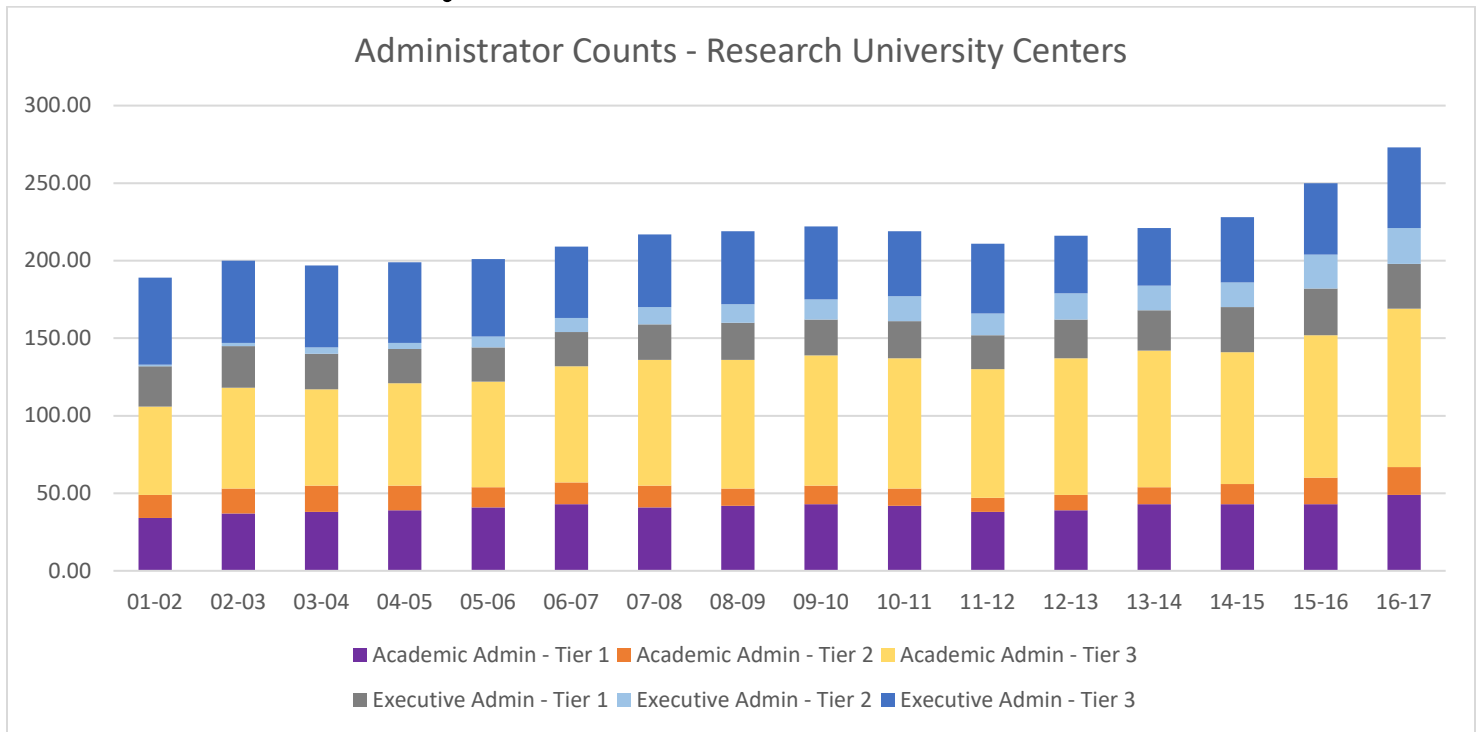


Administrator Shares - Morrisville



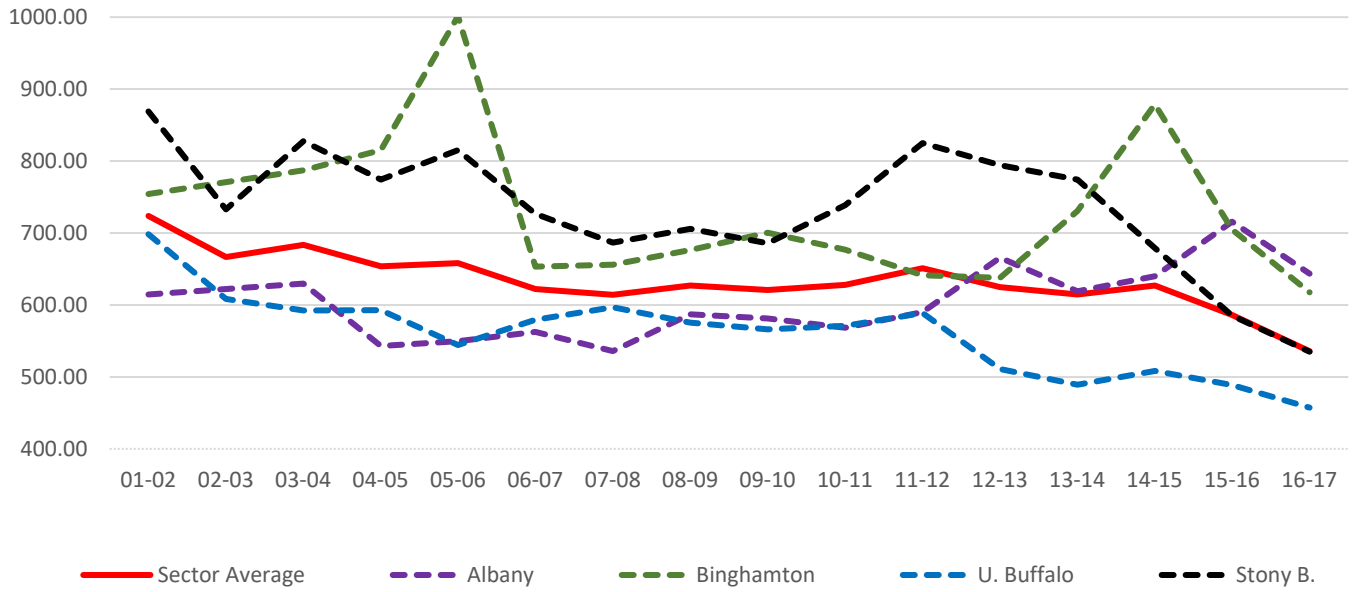
Sector Level Visuals

Research University Centers

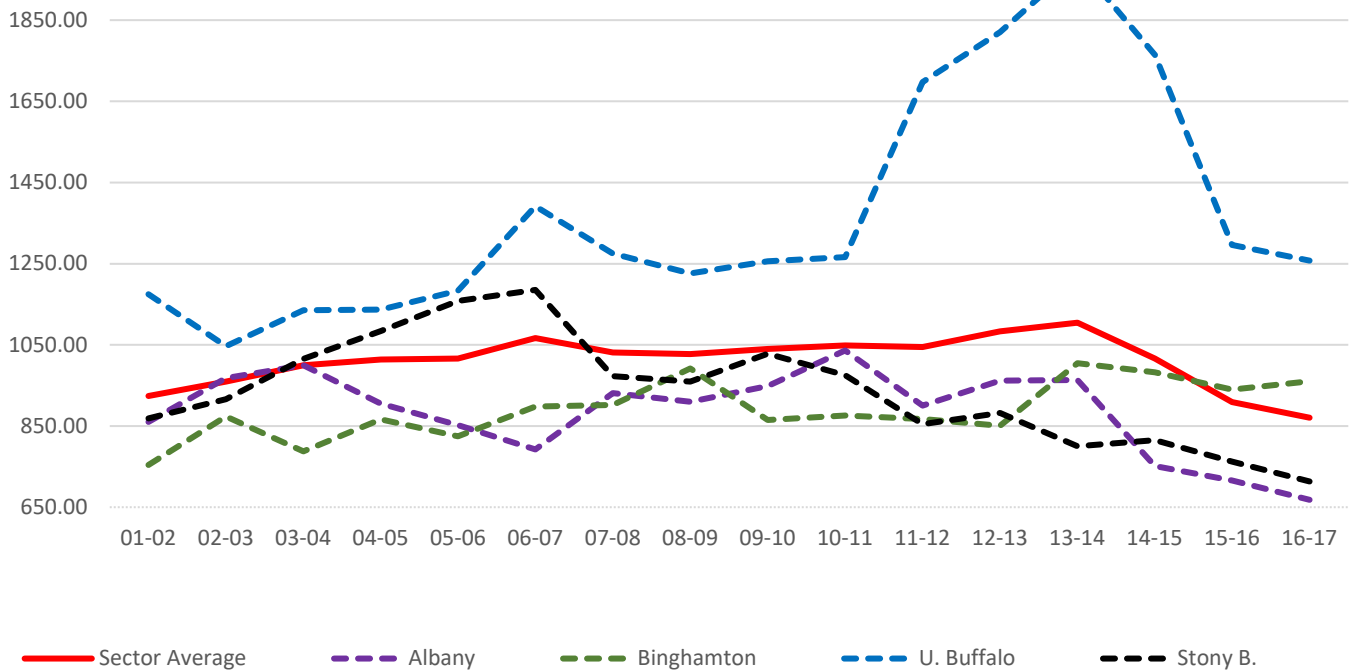


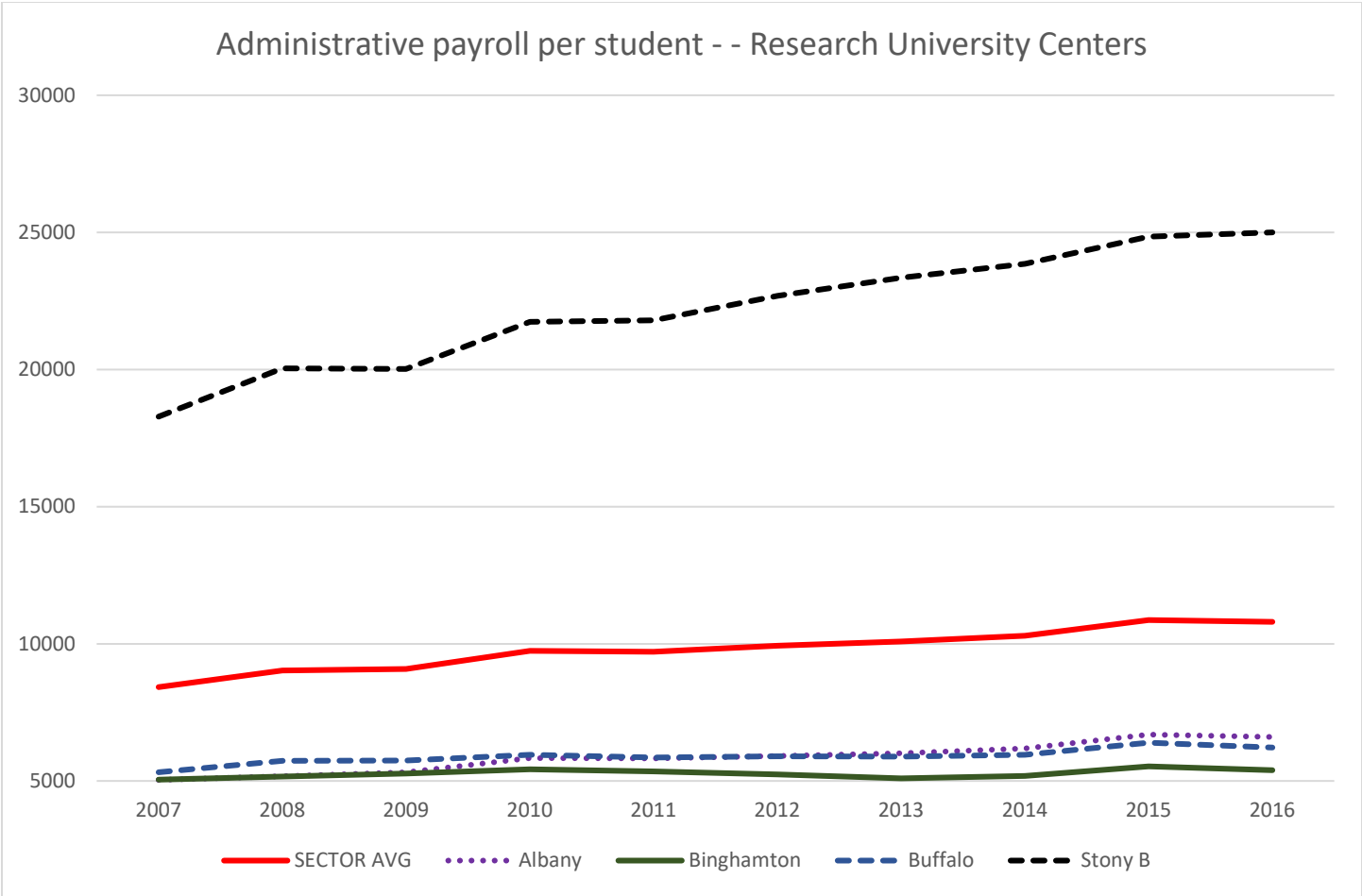
** Executive Admin Tier 2 off the charts in early sample on account of sparse counts in this group

Students Per Academic Administrator (SPAA) - Research University Centers



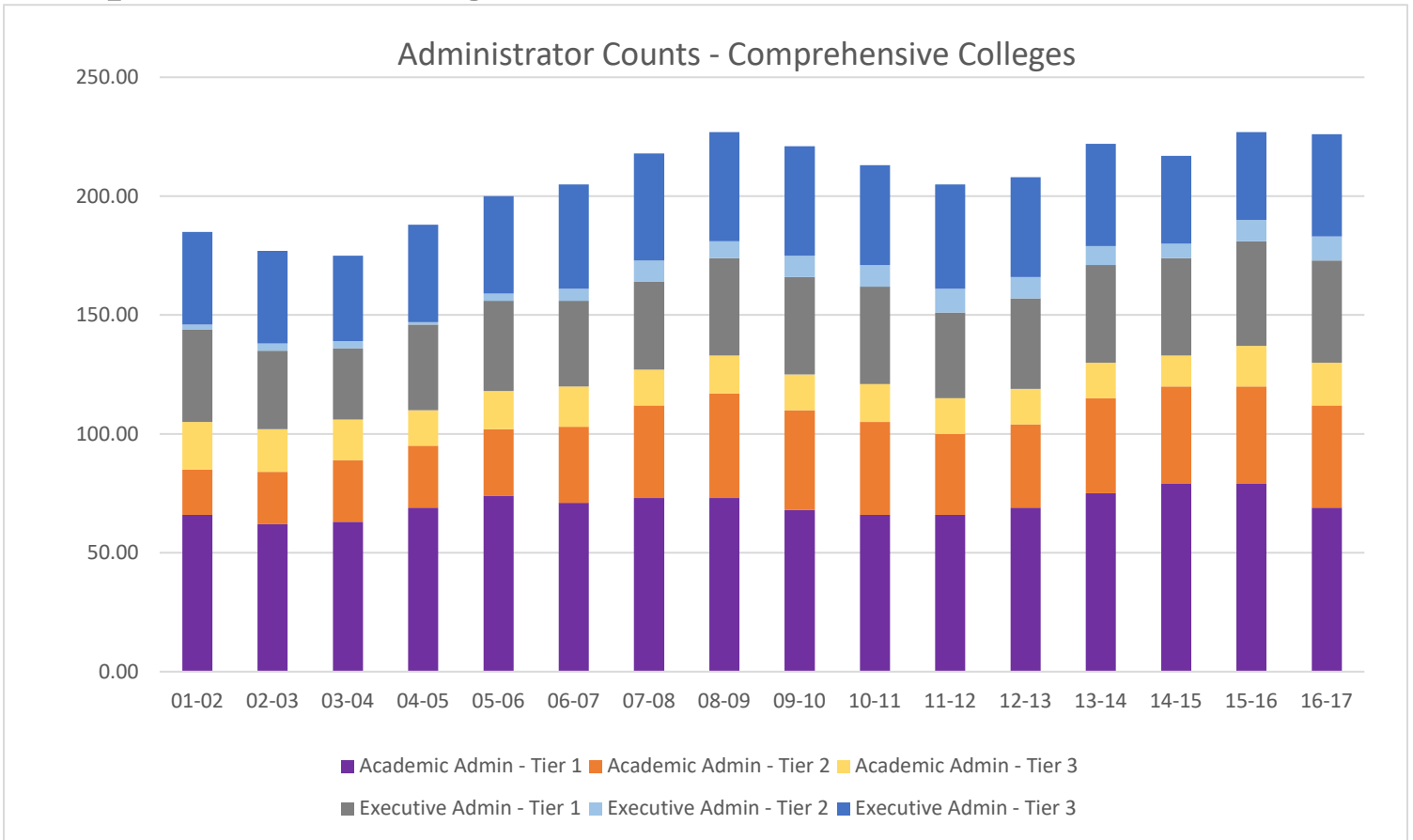
Students Per Executive Administrator (SPEA) - - Research University Centers



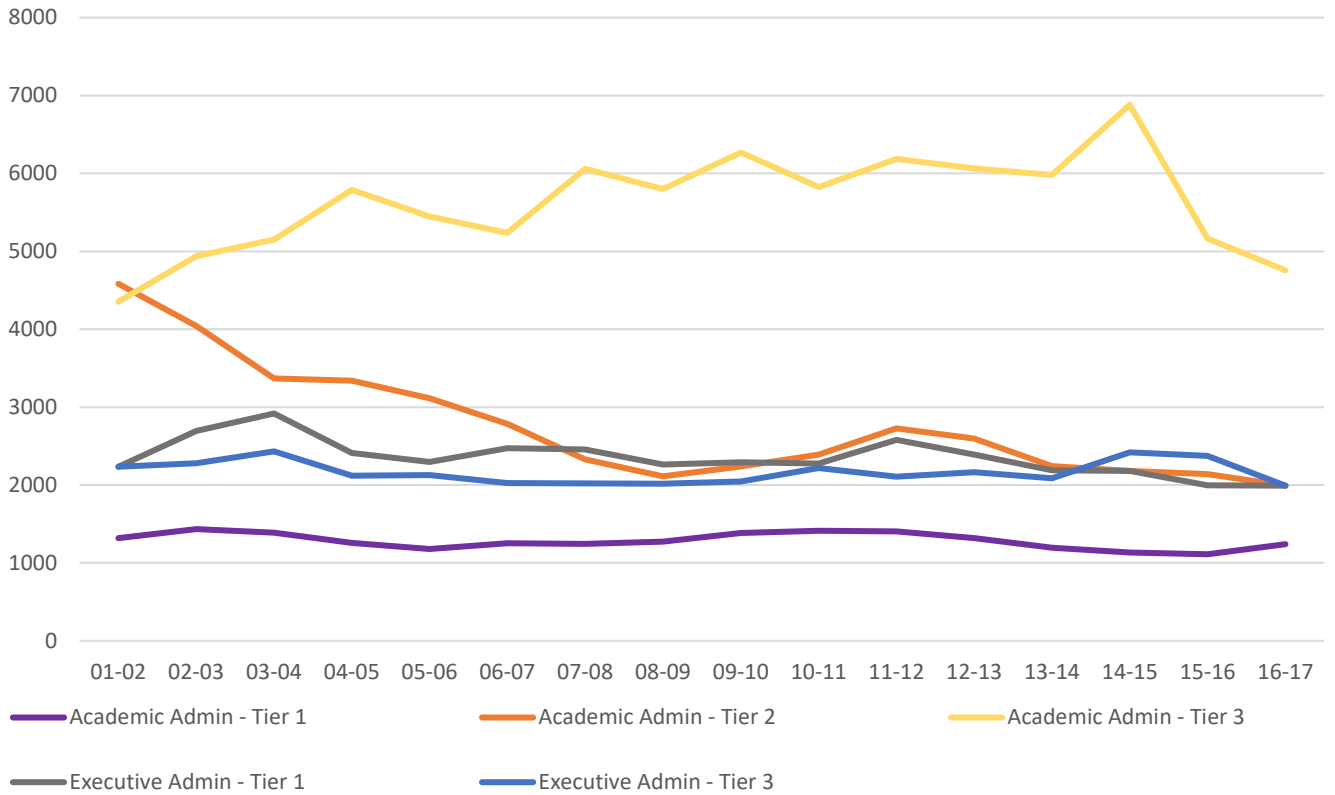


*Note that Stony Brook University is the only RUC with a hospital, partially explaining its administrative payroll differences relative to other RUCS.

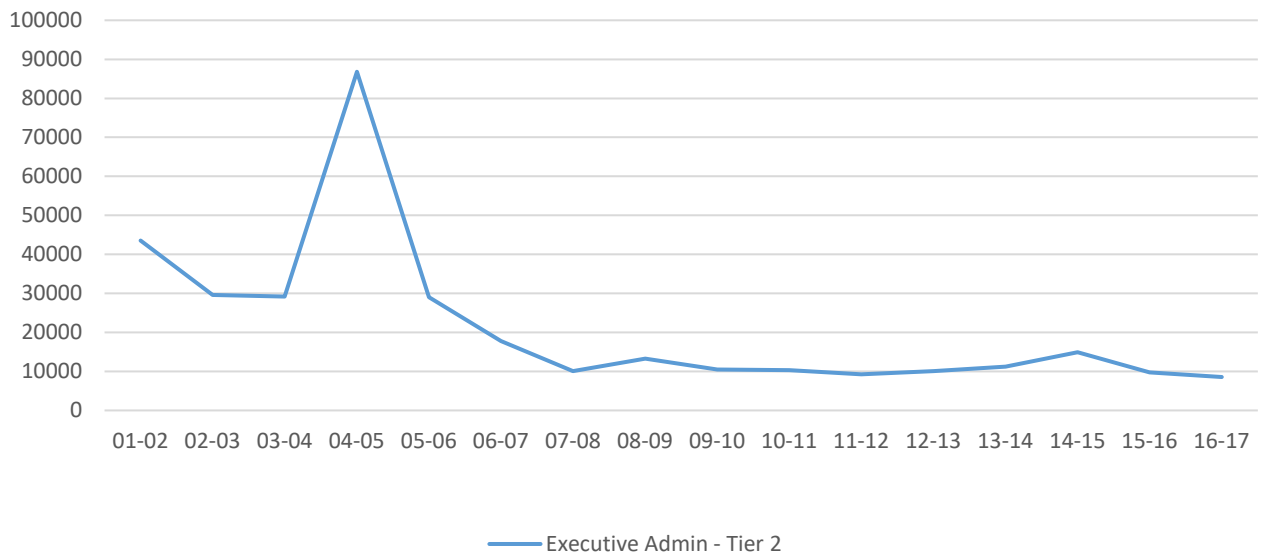
Comprehensive Colleges



Students Per Administrator - Comprehensive Colleges

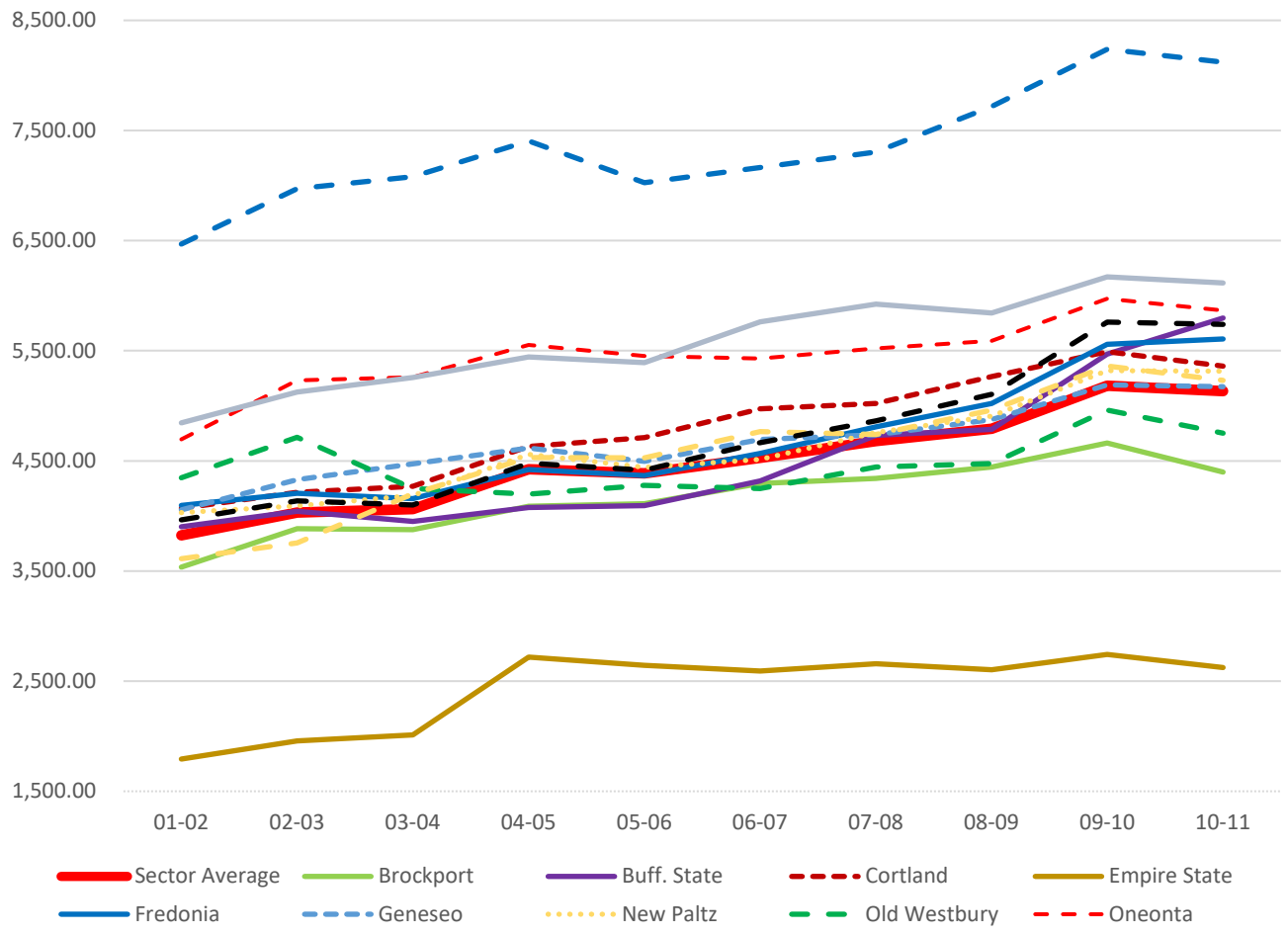


Students Per Administrator - Comprehensive Colleges

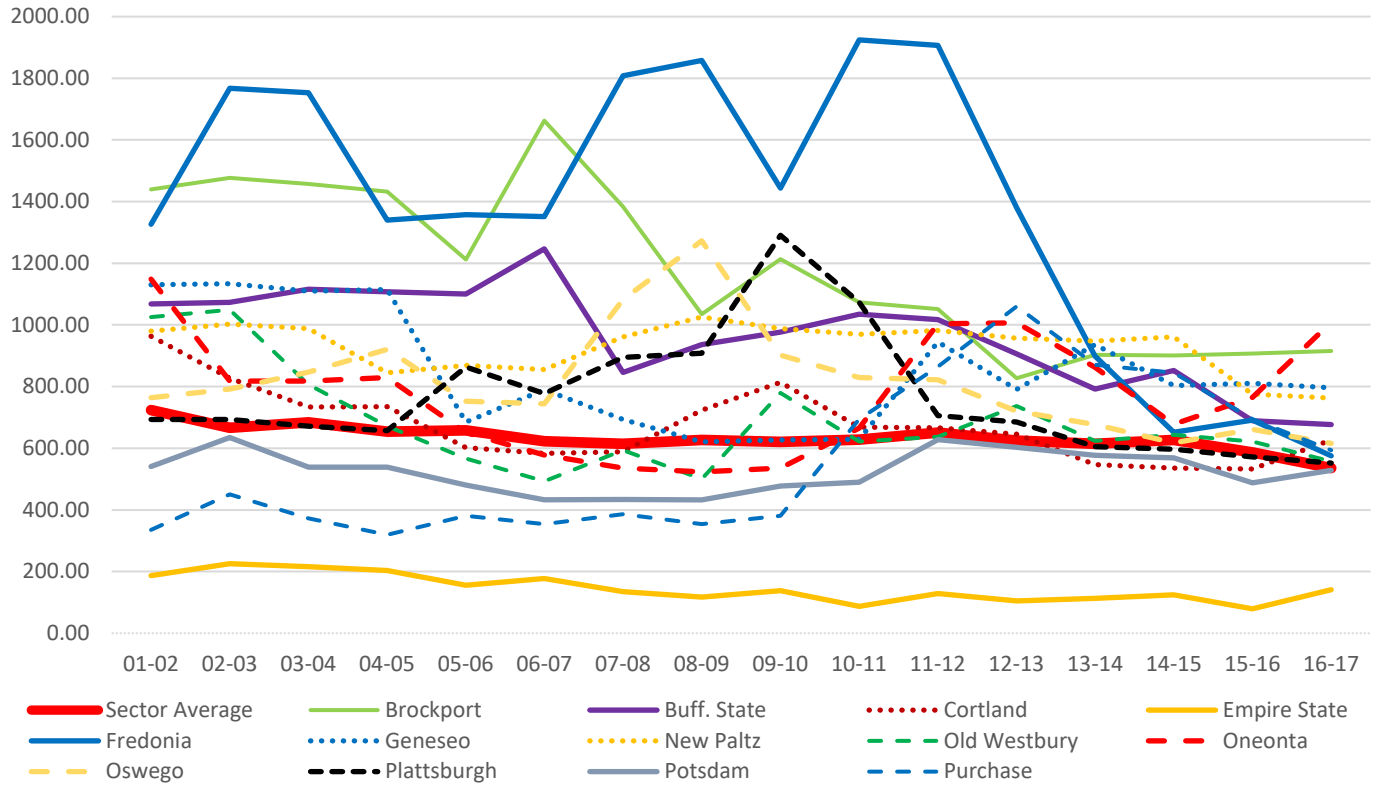


* Students per executive administrator- tier 2 is placed on separate graph to avoid need for break in the graph due to scale conformity issues.

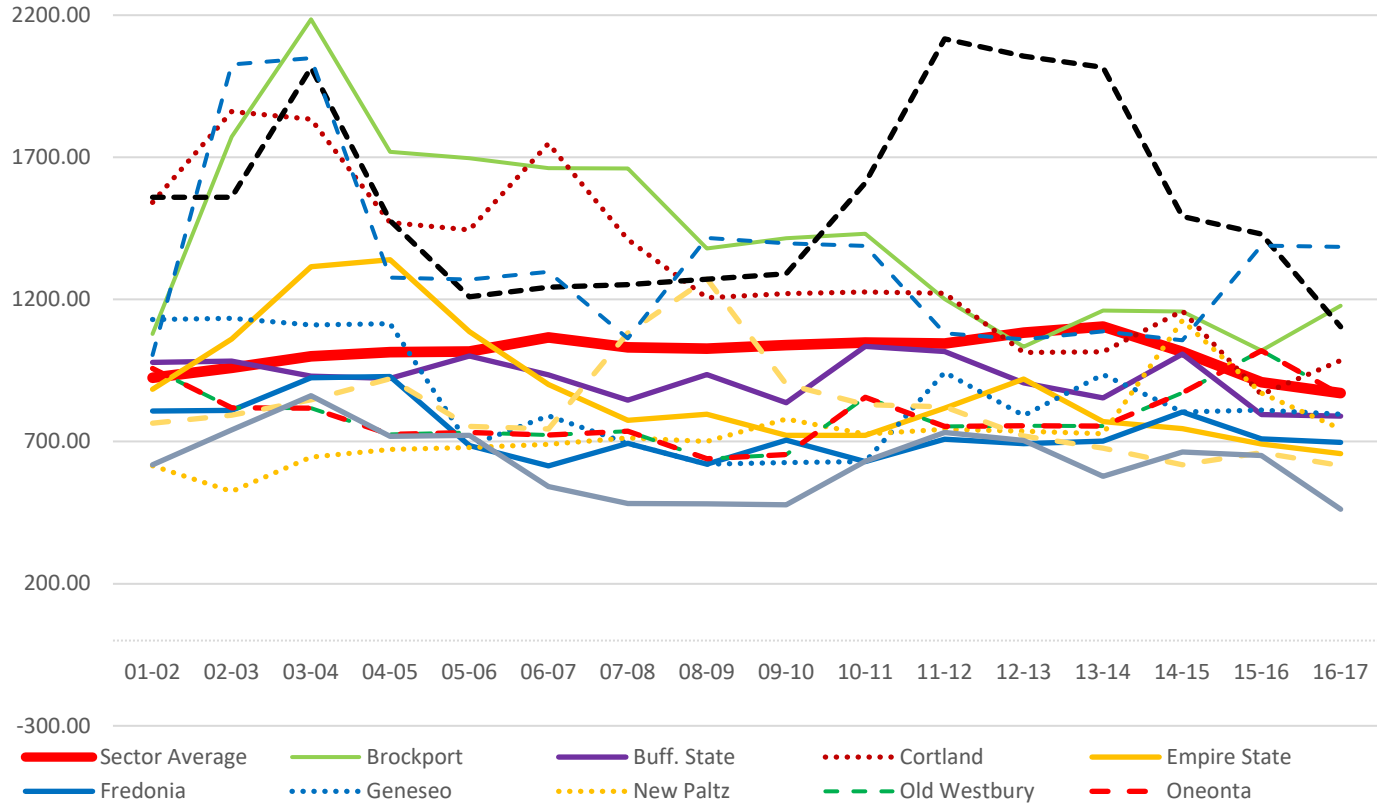
Administrative Payroll per Student- Comprehensive Colleges



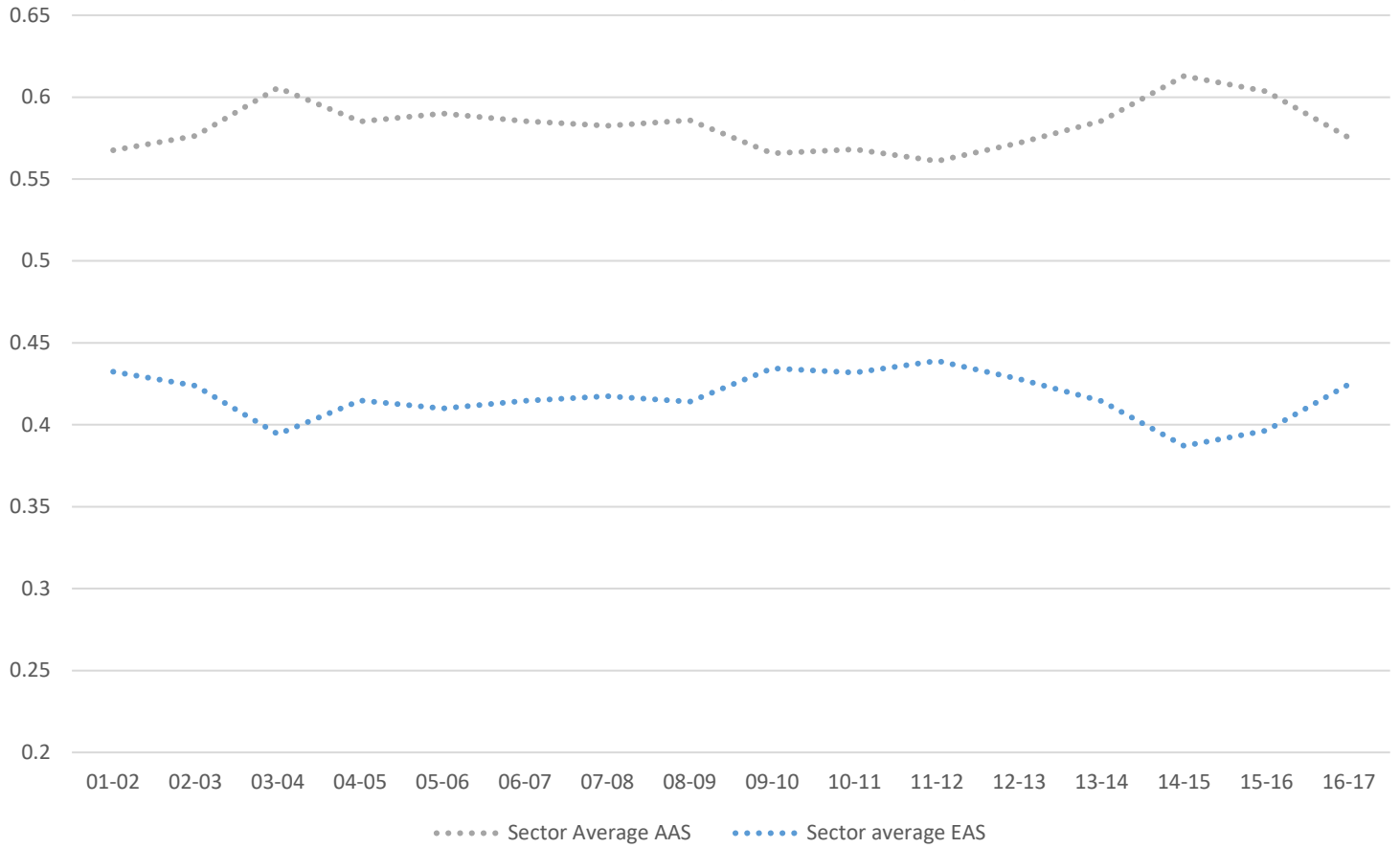
Students Per Academic Administrator (SPAA) - Comprehensive Colleges



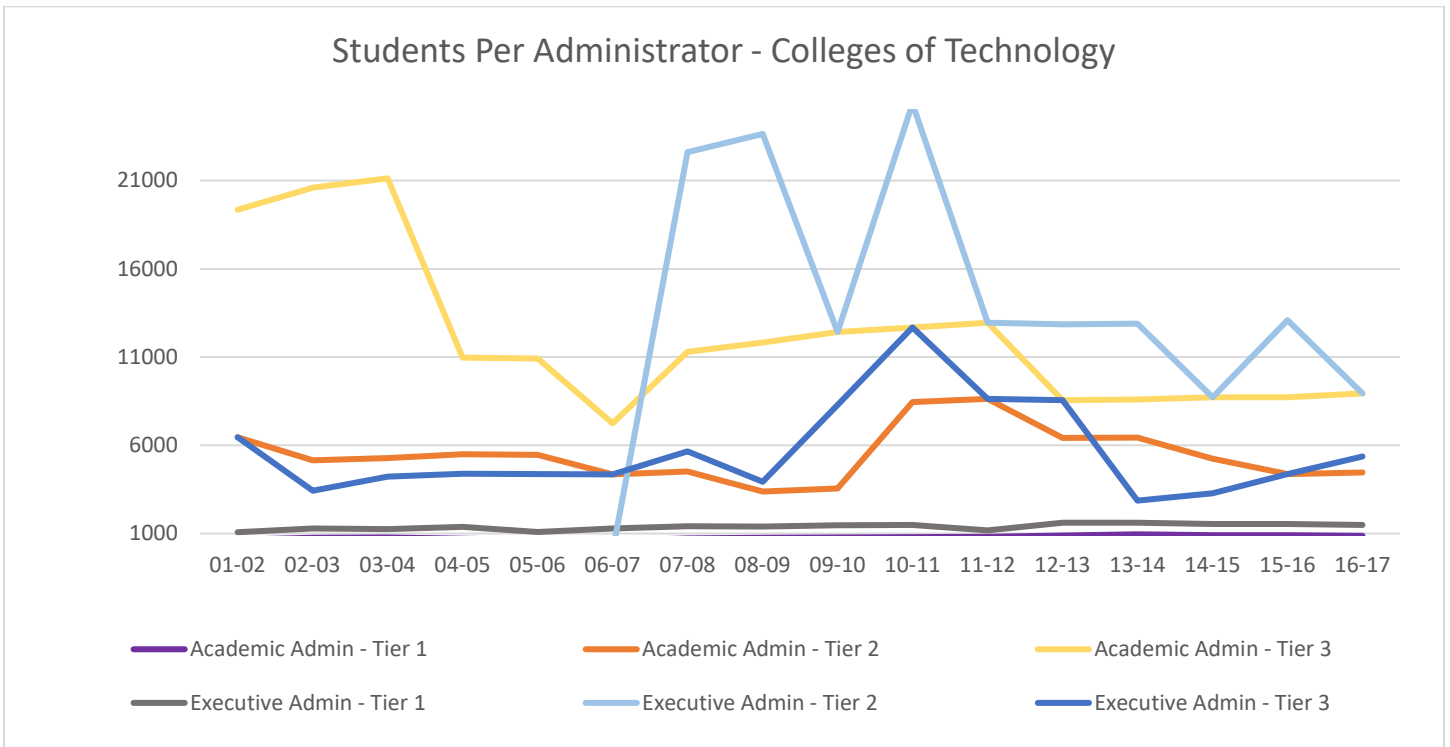
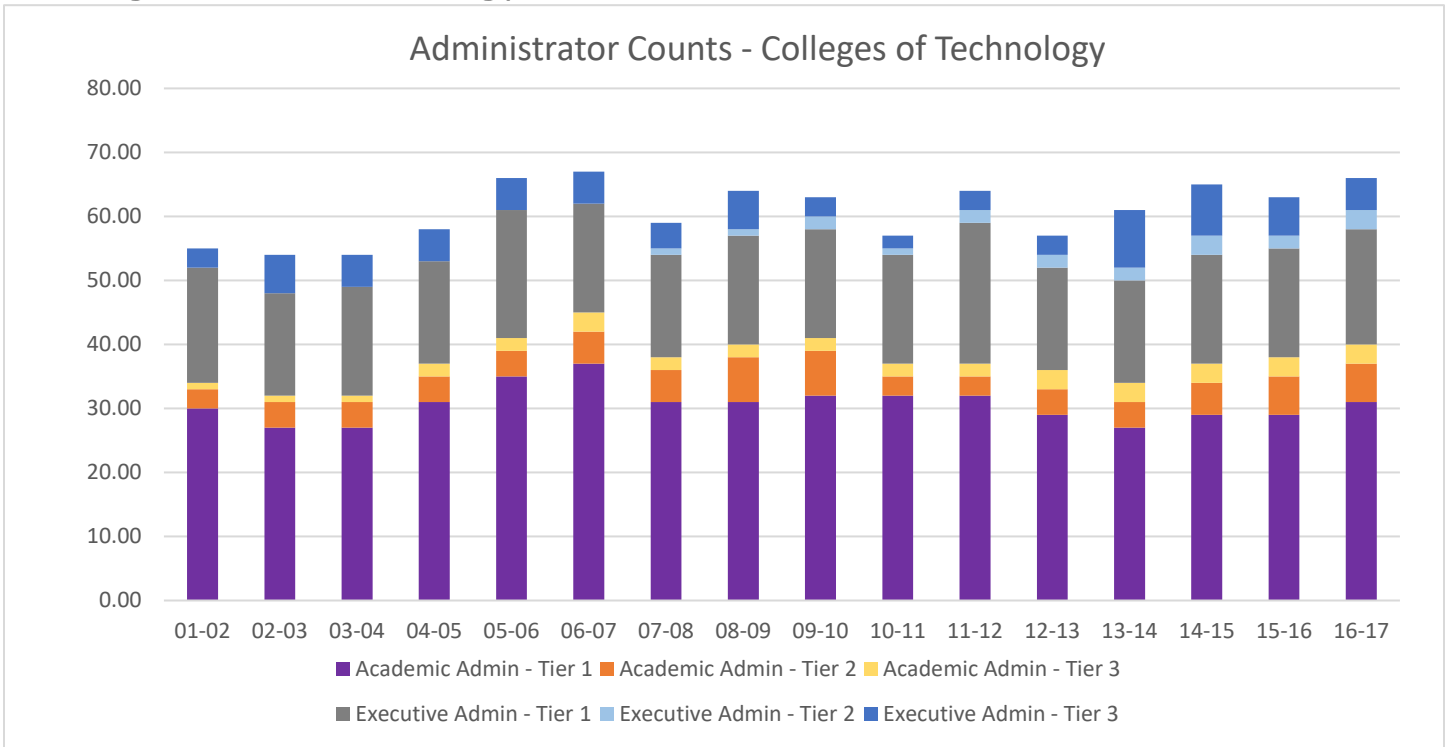
Students Per Executive Administrator (SPEA) - Comprehensive Colleges



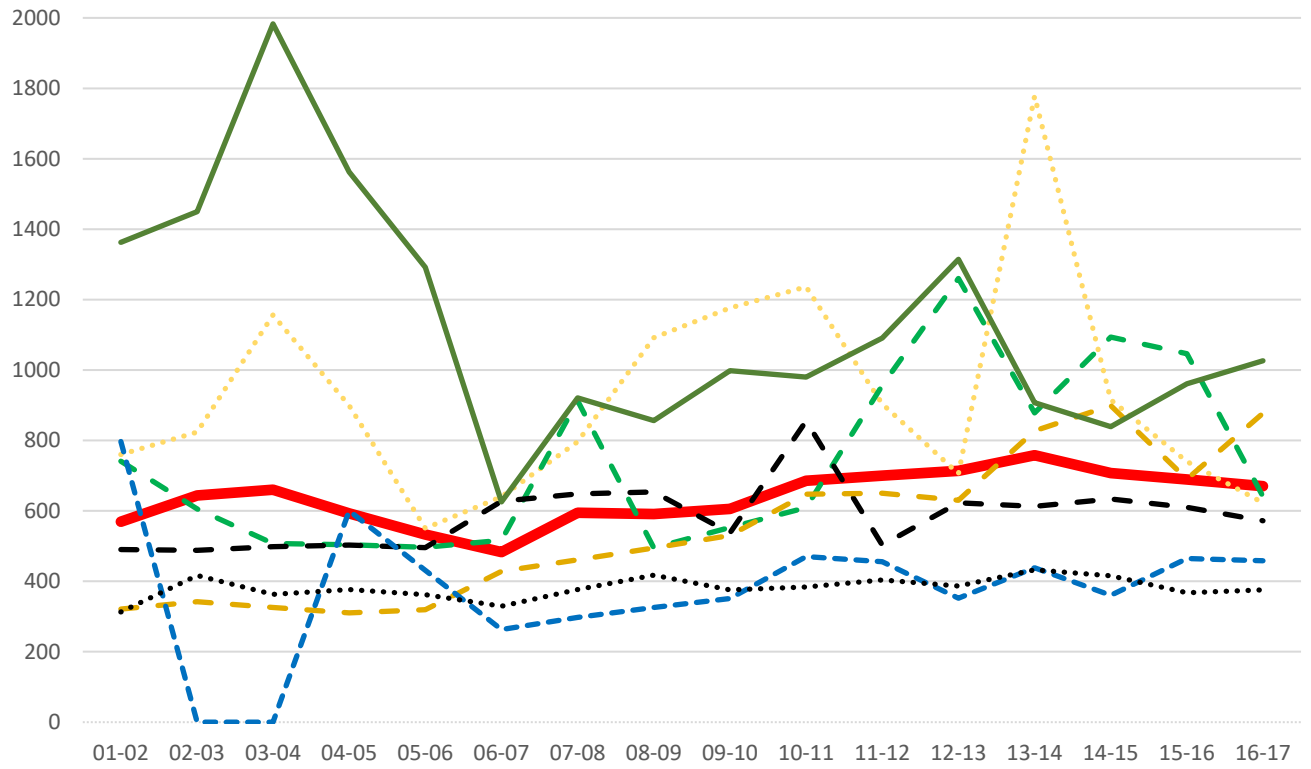
Administrator Shares - Comprehensive Colleges



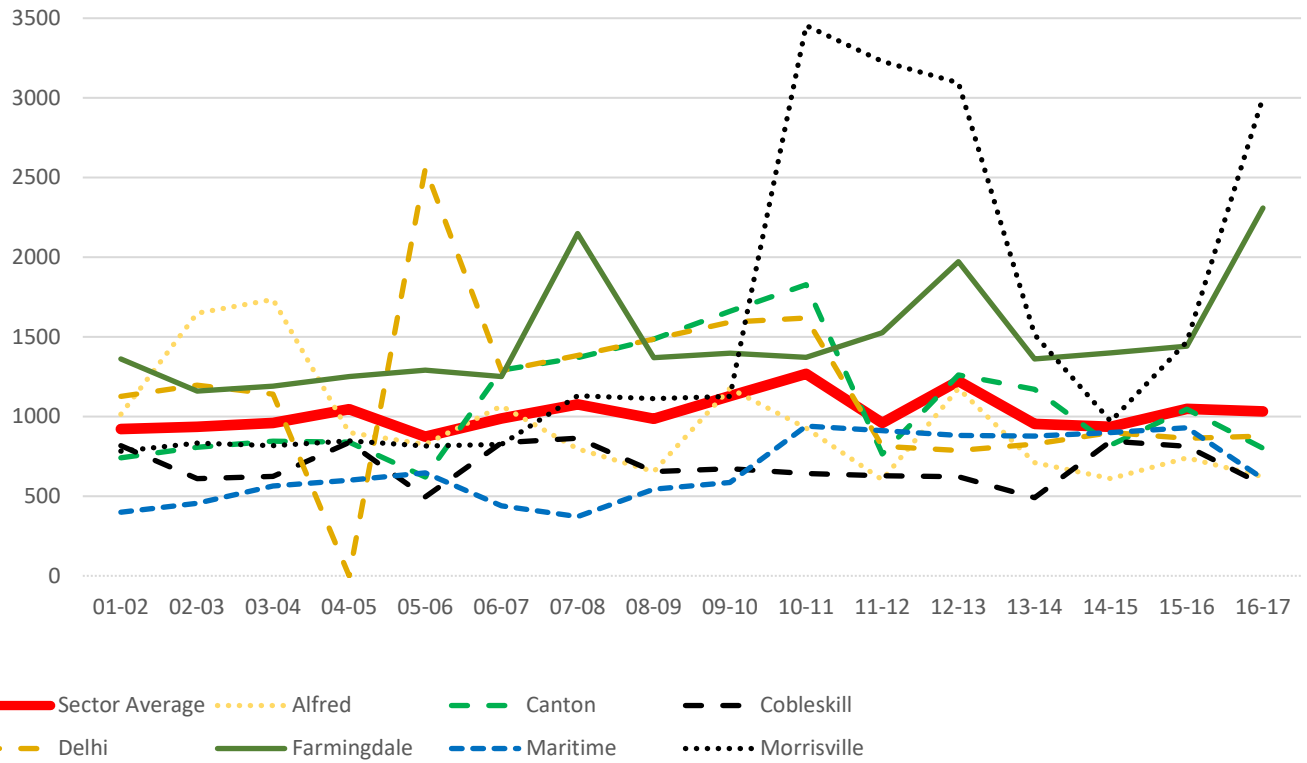
Colleges of Technology



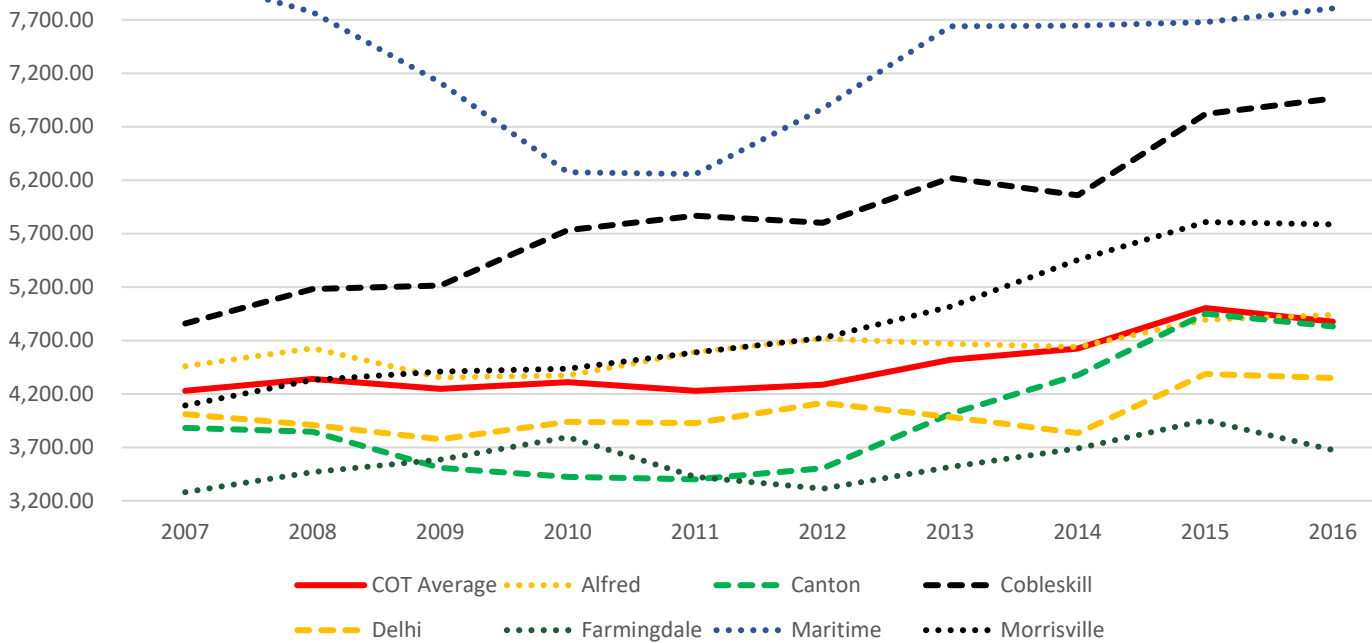
Students Per Academic Administrator (SPAA) - Colleges of Technology



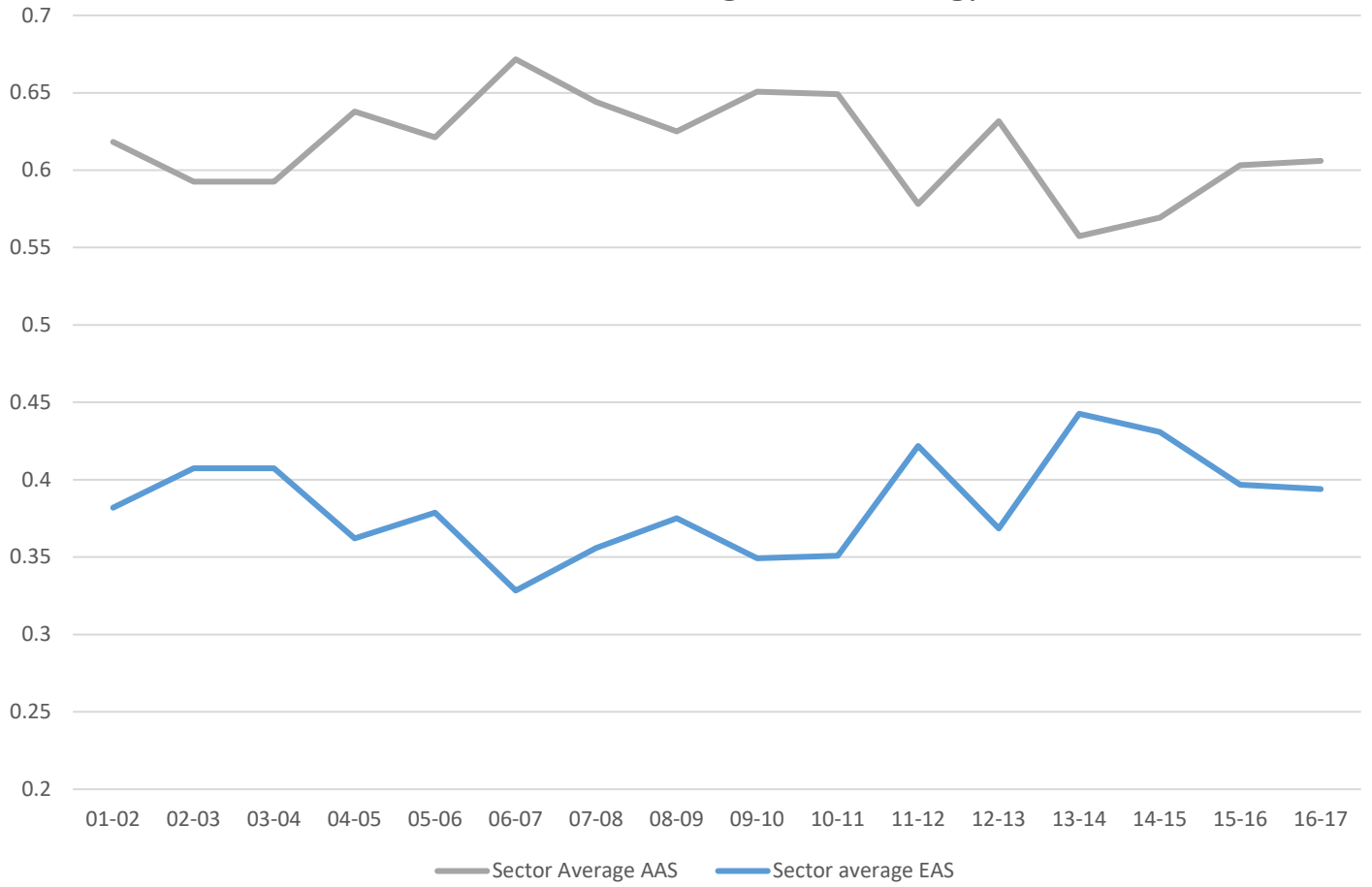
Students Per Executive Administrator (SPAA) - Colleges of Technology



Administrative payroll per student - Colleges of Technology



Administrator Shares - Colleges of Technology



Benchmarking with Outcome Data

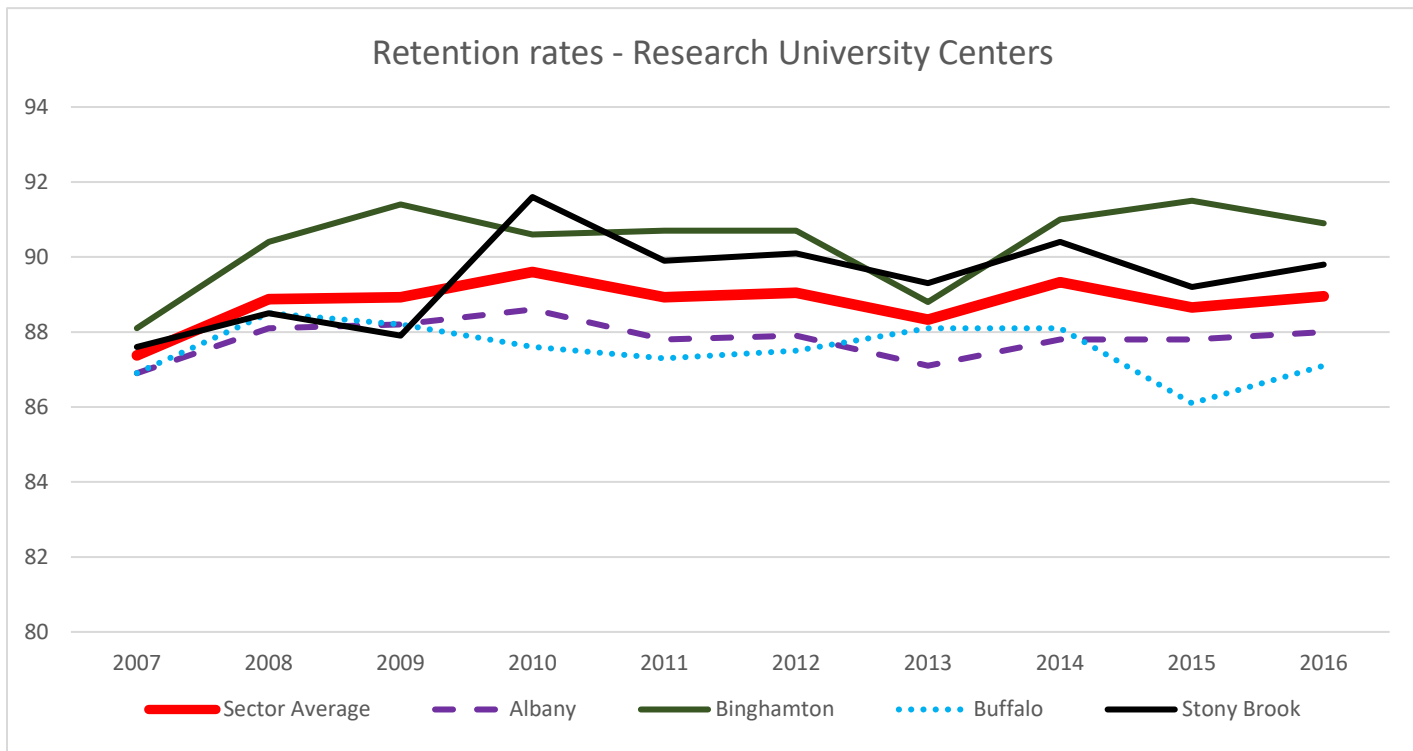
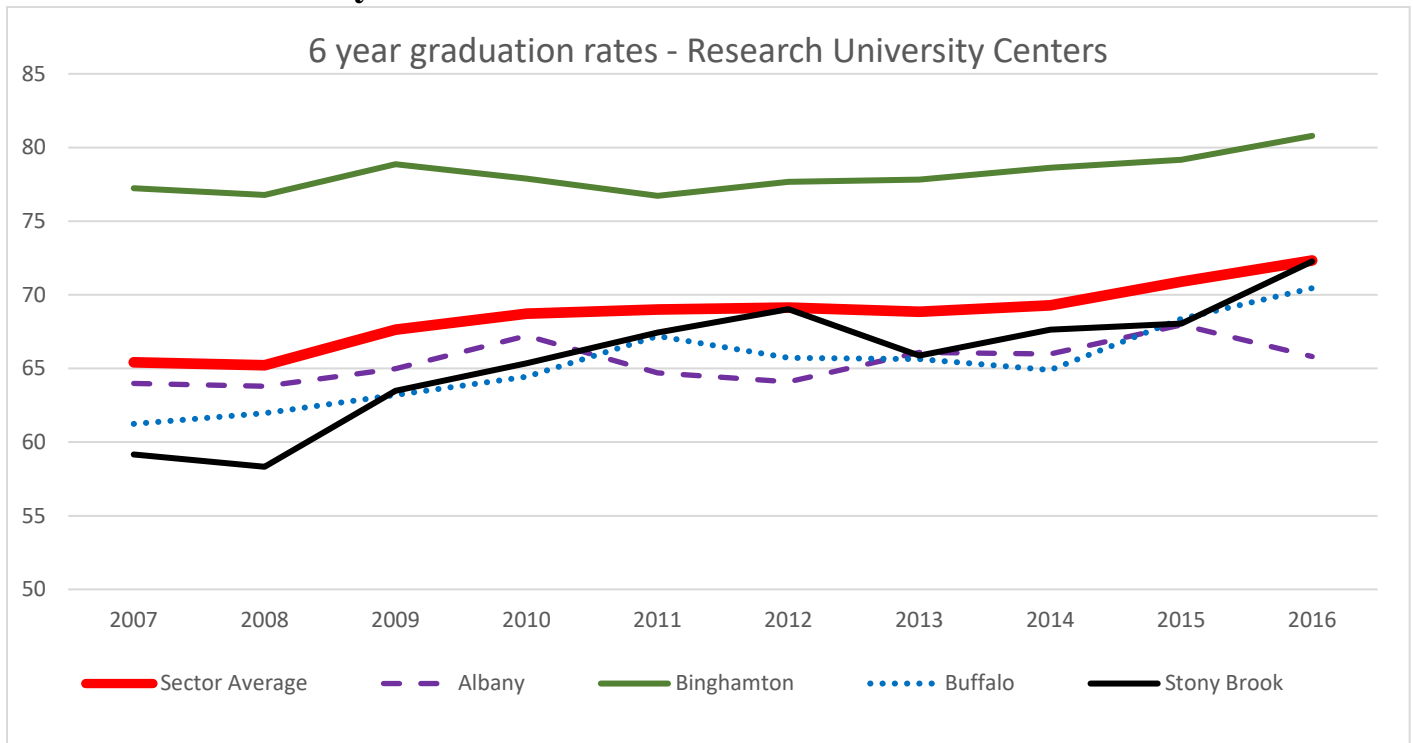
The purpose of this section is to make efficiency comparisons between campuses in the same sector. To accomplish this, it is necessary to create a unit of account that is comparable across campuses of different size and location. Once an appropriate unit of account is constructed, a comparison will be made on the levels of outcomes (like retention and graduation rates) per unit of account.

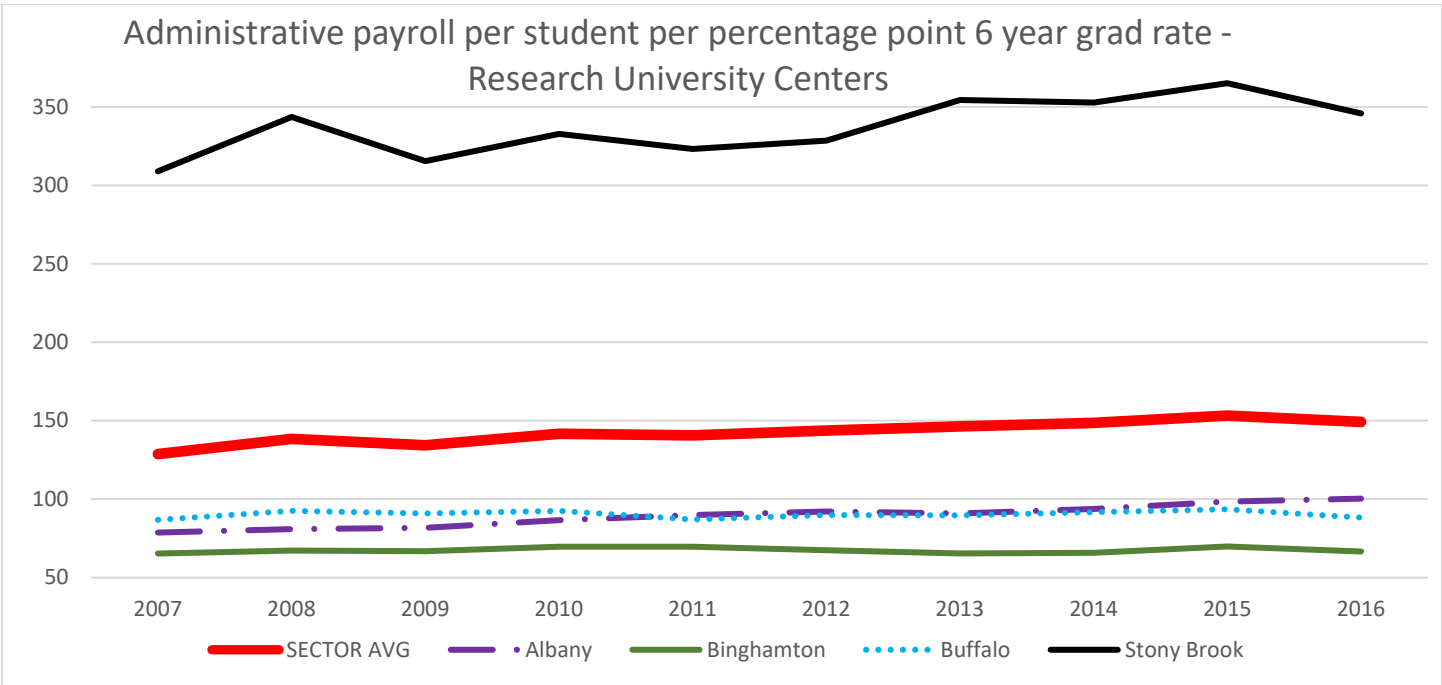
The process currently is as follows:

1. Construct a “unit administrative cost” as administrative payroll divided by enrollment.
2. Divide this unit administrative cost by an outcome like 6 year degree completion rate or retention rate
3. What you are left with is the average administrative expense, per student, per unit of outcome.

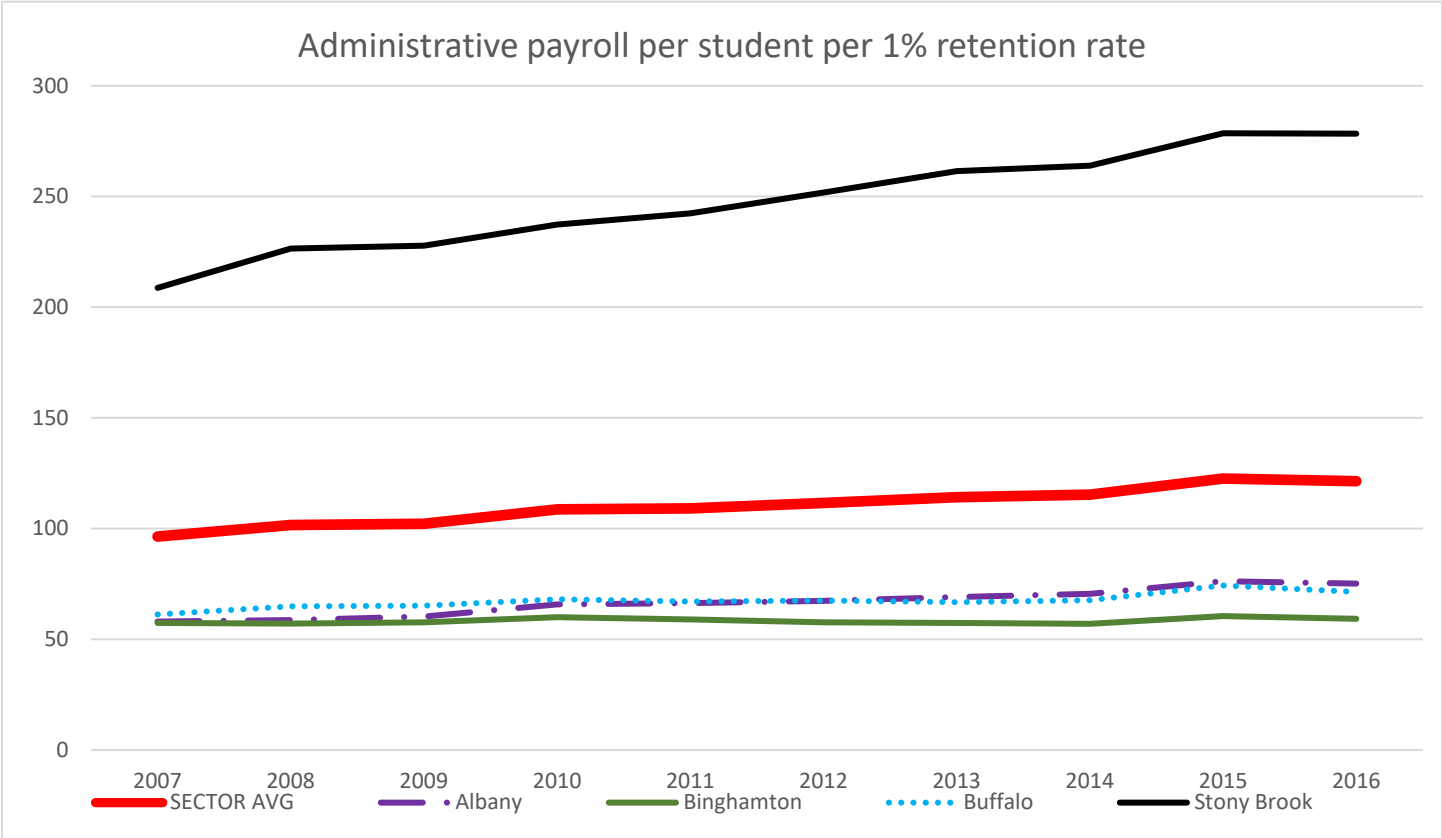
With the data transformed in this manner, it may be possible to make an argument based on an “efficient frontier”. The idea, roughly speaking, would be to identify the campuses that have the lowest expenditures per unit outcome. For most sectors, this efficient campus is likely to be time varying. It would then be possible to go a step further and do some qualitative analysis regarding the practices that afforded these campuses their advantage.

Research University Centers



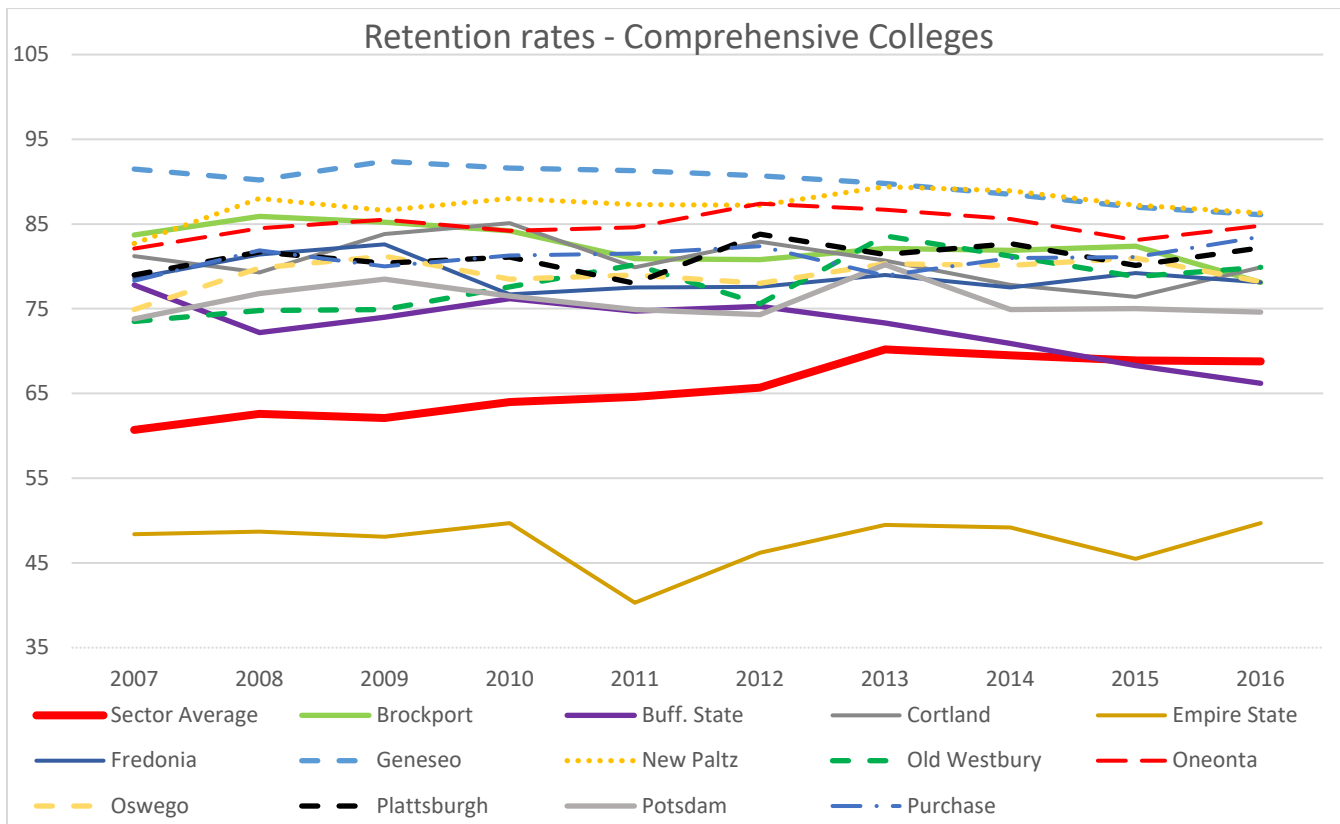
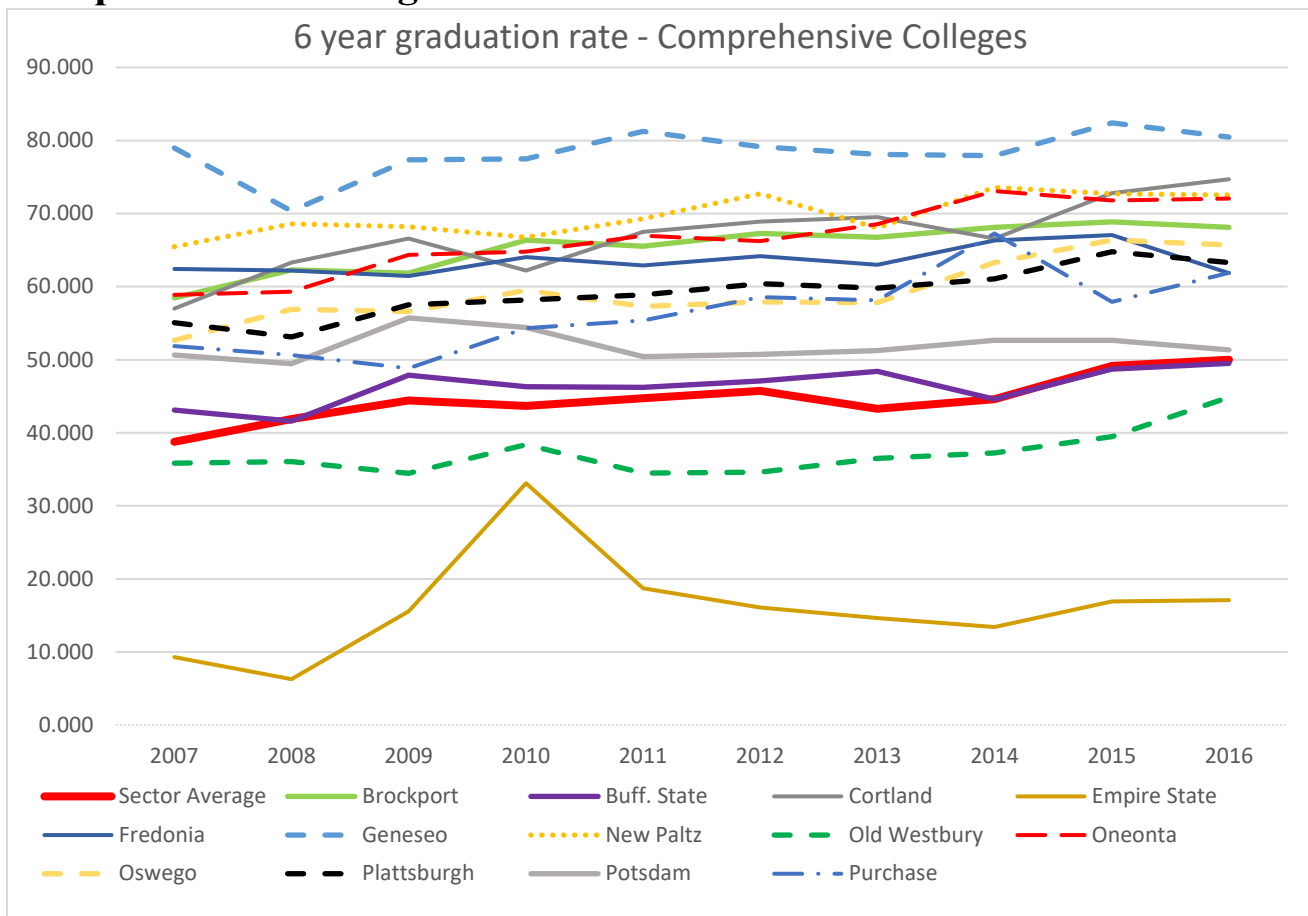


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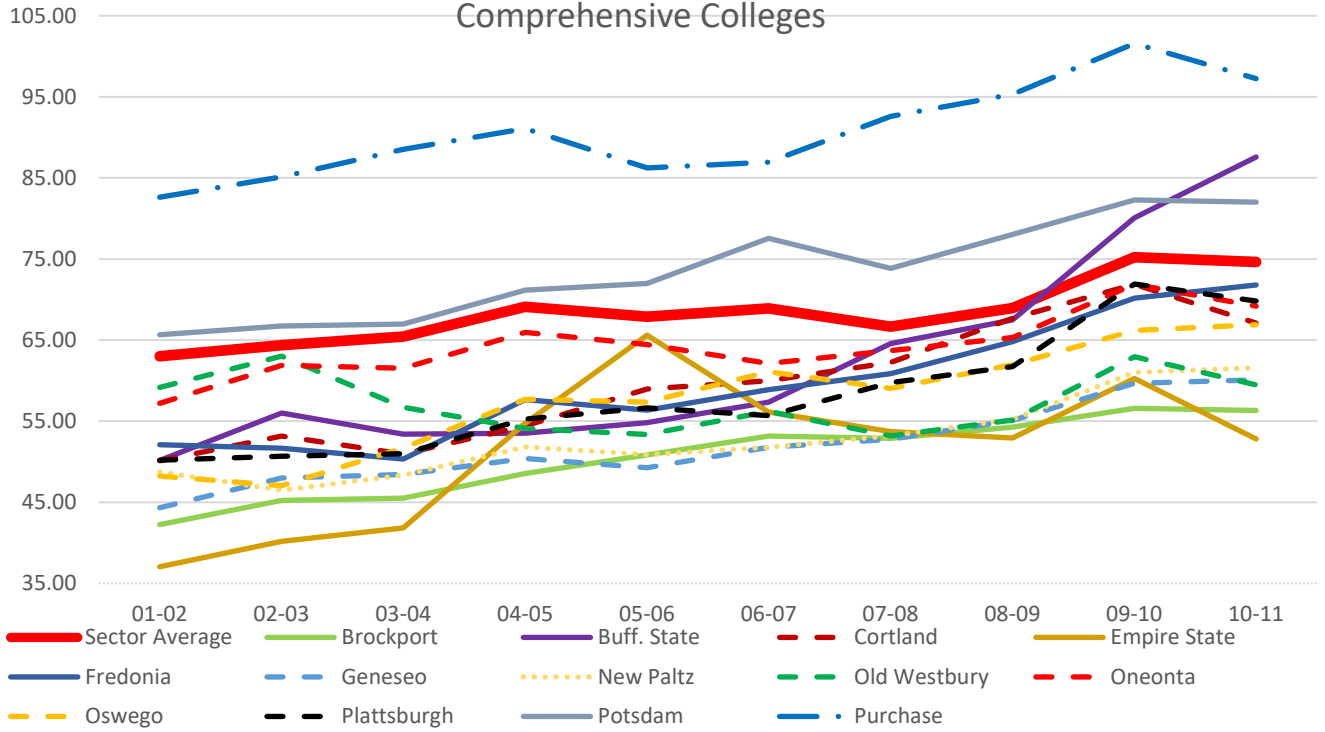


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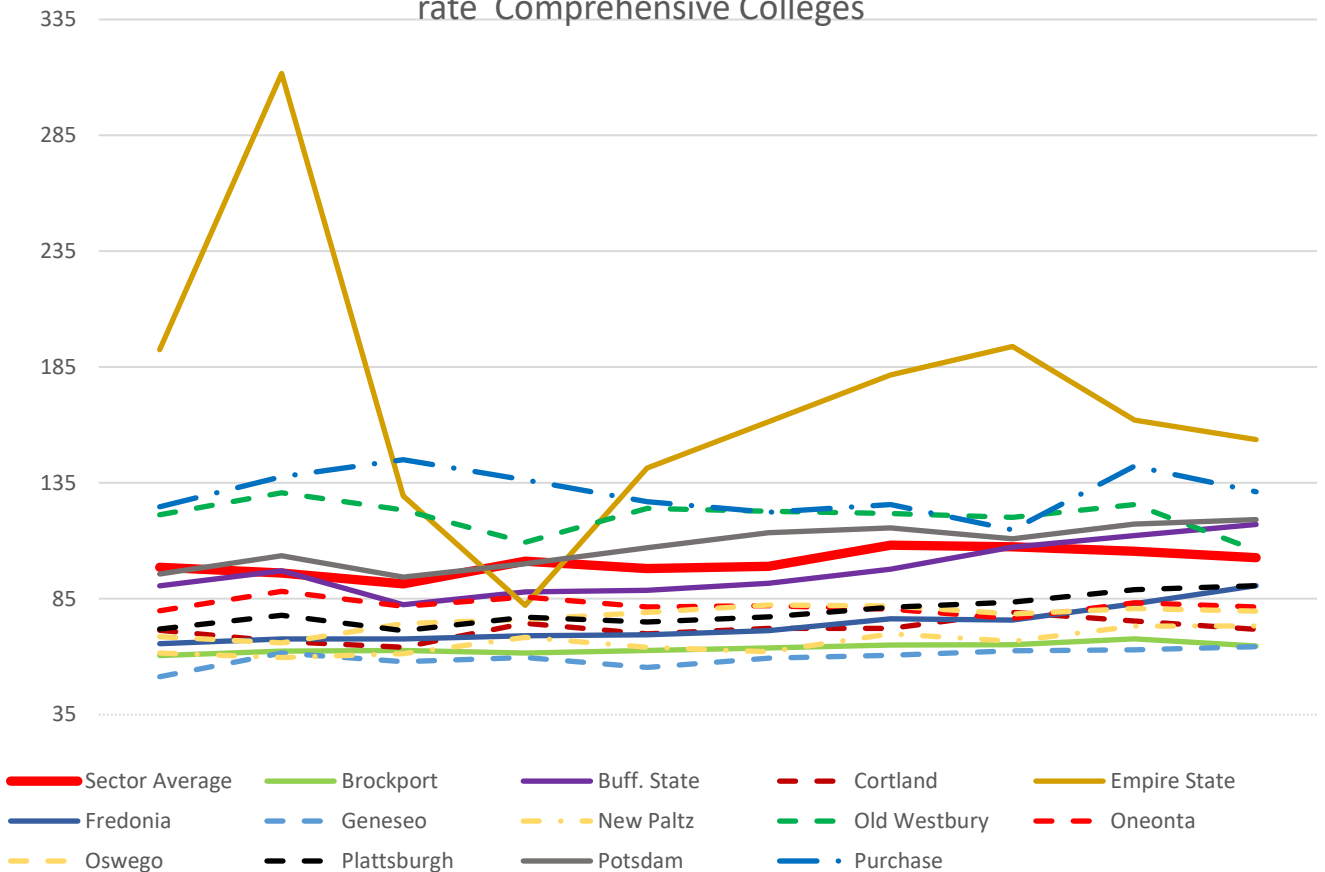
Comprehensive Colleges



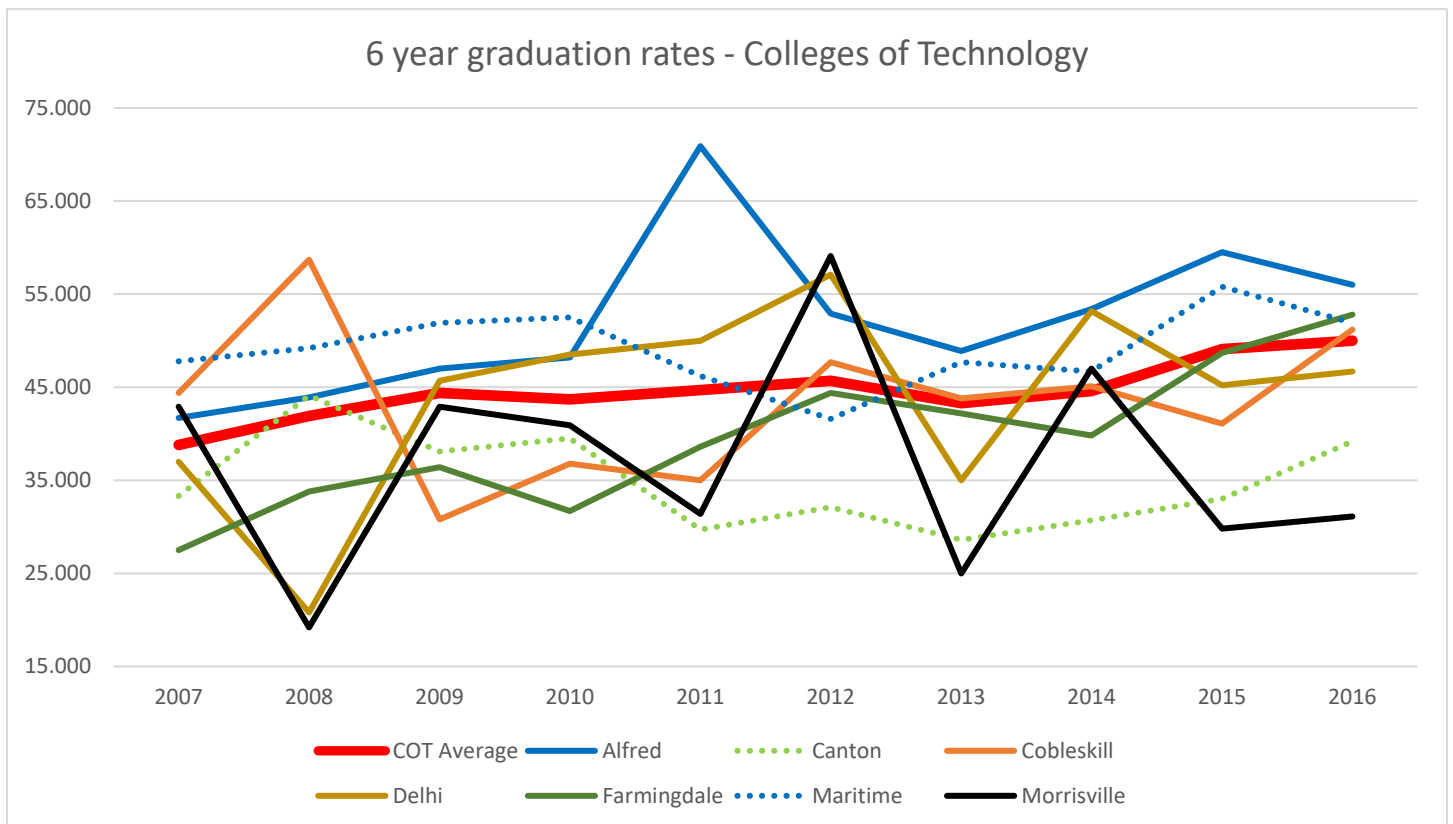
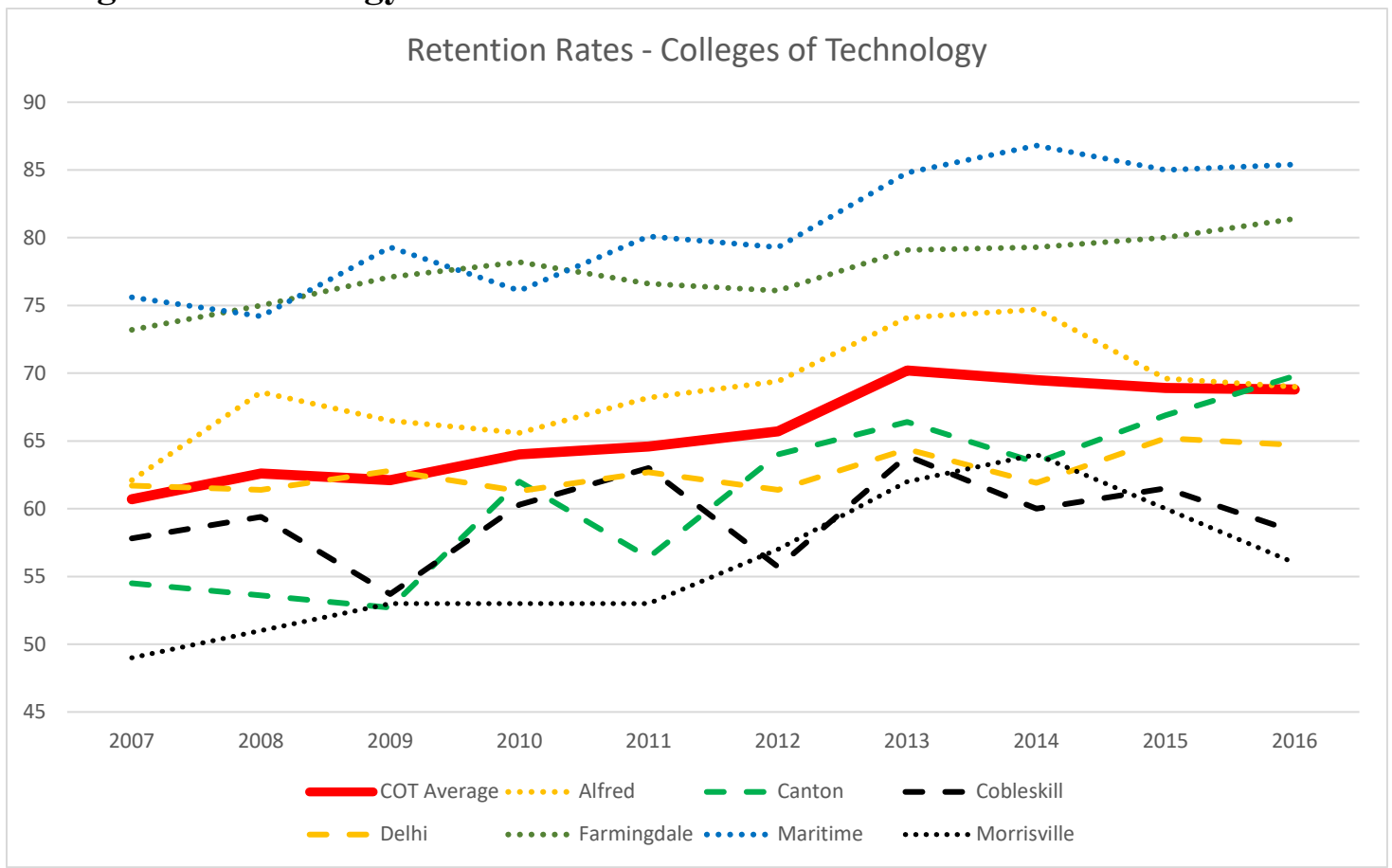
Administrative payroll per student per percentage point retention rate - Comprehensive Colleges



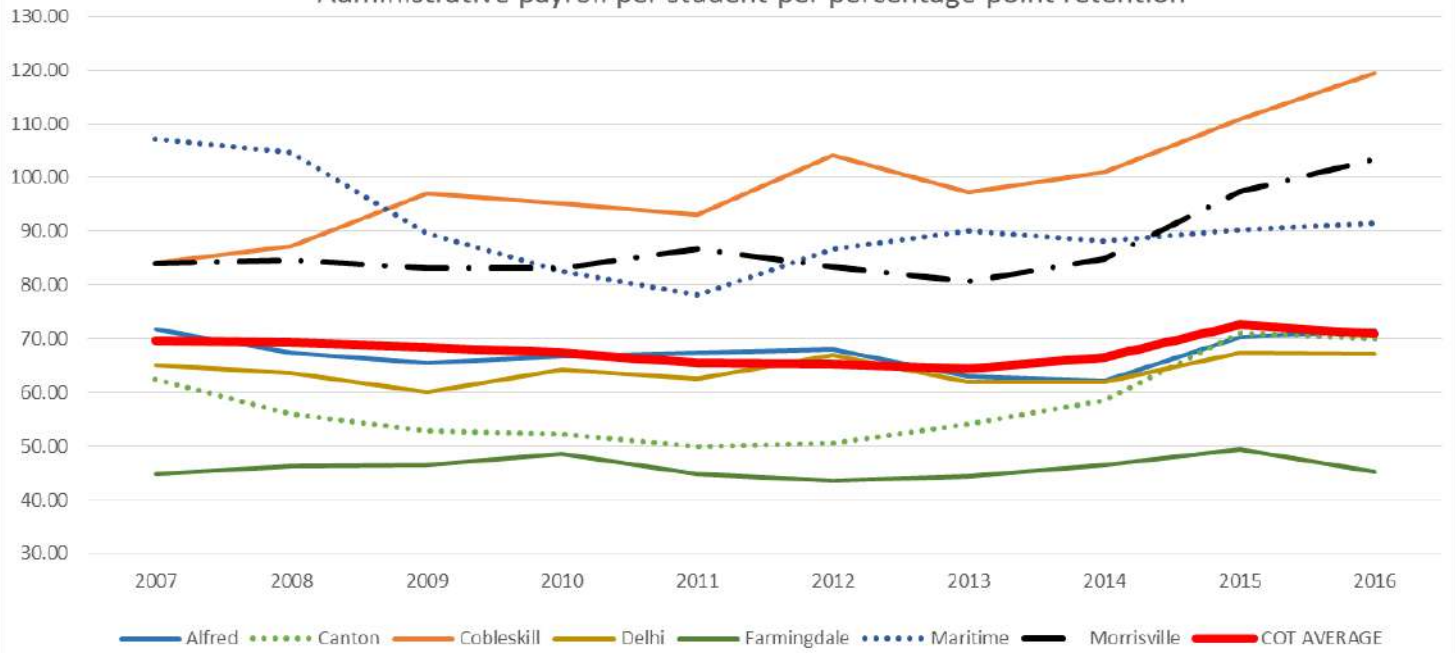
Administrative payroll per student per percentage point 6 year graduation rate - Comprehensive Colleges



Colleges of Technology



Administrative payroll per student per percentage point retention



Administrative payroll per student per percentage point 6 year grad rate

