

WORKING TOGETHER: For a Stronger and Productive University

Introduction

Colleagues, last semester, many faculty members participated in our first Open Forum discussion/report concerning “The Economic Status of Our Departments.” This second report to all faculty members and the entire academic community from the AAUP Chapter at Coppin State University marks, once again, our efforts in what should be an open, informative, and productive dialogue with our University colleagues, leading to relationships between and among faculty and administration that will benefit the entire University and promote excellence in higher education at this institution.

This report presents select data regarding the allocation of financial and human resources at Coppin. Our initial purpose is to inform faculty of those institutional matters that affect faculty and the academic program at this University.

Established in April, 2006, the AAUP Chapter at Coppin State University, in addition to defending academic freedom and protecting/advancing the professional status and interests of all faculty members, works to:

- increase institutional recognition of and support for faculty in their role as primary agents for academic excellence at Coppin, in fulfillment of the University’s defining mission in higher education;
- advocate for the most effective allocation of human and financial resources in support of faculty and higher education at this University;
- advocate for open, shared governance on campus, including collegial decision-making, shared values of mutual trust and respect between different constituencies, and reciprocal accountability between faculty, administration, students, and all other staff members, consistent with the University’s mission and accepted standards for governance in American higher education institutions;
- inform faculty of actual governance practices and decision-making at Coppin, including those decisions and policies that immediately affect faculty and the quality of higher education at Coppin;
- improve student retention and graduation rates, the most primary concern, through responsive administrative policies and practices, and timely and effective academic faculty programming in pursuit of excellence serving undergraduate and graduate Coppin students

This report directly relates to all the objectives stated above.

Facts and Figures

At any major academic institution, the governing board, administration (e.g., President, Vice President, etc.), faculty, and students are primary players who must actively engage in the decision making process ultimately impacting the respective college/university's short- and long-term goals/objectives. It is imperative the collaborative process be maintained where every voice can be heard and considered. In other words, there should be a "meaningful structure of shared governance" among all parties. This includes open communication discussing such matters as budget priorities involving proper allocation of resources in terms of expenditures both in the short- and long-term and physical resources. According to the American Association of University Professors (2001):

The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.

It is of paramount importance that we as faculty advocate and voice our concerns and take initiatives in these matters. According to recent data, there appears to be some inequity regarding the distribution of resources between Coppin State University administrators and faculty. For example, in 2004, Coppin State administrators received a greater percentage of total expenditures allocated toward their salaries than any other Maryland affiliated institution. As a percentage of total university expenditures, Coppin State administrators were given more than four times the University of Maryland, College Park and nearly twice the percentage of both Towson University and the University of Baltimore administrators. (See Table I)

Table I
Expenditure for Administration as % of Total Operational Expenditure

	Year 2002	Year 2003	Year 2004
Coppin	25.6	34.3	34.9
Bowie	18.0	22.0	22.2
Salisbury	17.5	17.1	17.2
Frostburg	15.7	16.4	14.3
Towson	15.4	15.0	15.4
UMES	14.3	21.4	12.8
UB	16.0	16.0	17.5
UMBC	9.6	9.9	11.7
College Park	7.2	6.2	8.5

Source: Summary of Core Dashboard Indicators – USM 11/28/05

Table II (2005)

Number of Administrative, Management, and Professional Positions
(President, VPs, Deans, Managers, Professionals)

	Executive/Admin/Mgmt		Professional		Full-time Faculty	No Students U G		
Coppin.....	21	+	156	= 177	131	3,451	855	= 4,306
UMES.....	62	+	127	= 189	169	3,448	422	= 3,870
Bowie.....	88	+	100	= 188	192	4,020	1,299	= 5,319
Frostburg...	57	+	127	= 184	233	4,321	720	= 5,041
Salisbury...	54	+	160	= 214	323	6,437	572	= 7,009
Towson.....	171	+	438	= 609	663	14,495	3,516	= 18,011
	Ratio Admin/Mgmt per Students		Student/Faculty Ratio		Difference Total Number Admin to Faculty			
Coppin	4,306/177 = 37/1		4,306/131 = 33/1		177 - 131	+46 Admin		
UMES	3,870/189 = 21/1		3,870/169 = 23/1		189 - 169	+20 Admin		
Bowie	5,319/188 = 28/1		5,319/192 = 28/1		188 - 192	+ 4 Faculty		
Frostburg	5,041/184 = 27/1		5,041/233 = 22/1		184 - 233	+ 49 Faculty		
Salisbury	7,009/214 = 33/1		7,009/323 = 22/1		214 - 323	+109 Faculty		
Towson	18,011/609 = 30/1		18,011/663 = 27/1		609 - 663	+54 Faculty		

Source: USM Data Journal 2005-2006

Information from Table II indicates that while Coppin has the fewest number of Administrators and Professionals than any other state institution (177), the difference in numbers between administrators/professionals and faculty is the highest in favor of administrative positions. There are + 46 more administrators/professionals than faculty at Coppin. Additionally, the ratio of administrators to student and student to faculty ratio is the highest than any other institution (37/1 and 33/1 respectively).

Questions and Points of Discussion with President, Provost/VP, and other Administrative Officials:

1. We need to know why Coppin's administrative expenditures are higher than all other state institutions. (Table I).
2. We need to know whether our effectiveness and efficiency at Coppin in utilizing the resources we have to meet the commitments promised to serve our students are planned properly. (Table II).

Although data do not indicate the number or percent of Coppin faculty who did not apply for merit based on the 2005-2006 academic year, close to 46% of Coppin faculty received a 1.5% COLA increase while close to 38% received both a COLA and merit pay increase. Contrary to this statistical finding, approximately 3% of Coppin administrators received a 1.5% COLA increase while close to 74% received both a COLA and merit pay increase. In other words, the percent of administrators who received a COLA and merit pay increase was nearly twice that of faculty personnel. Interestingly, nearly 49% of Coppin administrators received between a 4 to 6% raise, however, only 18% of Coppin faculty were granted a 4 to 6% increase. (See Tables III, IV, and V)

Table III Academic Year 2005 - 2006

Salary % Increase From 04-05 to 05-06	Number		
	Faculty	Administrators Managers/Professionals	
Minus	1	1	Positions were redefined
1.5	53	3	
2.01 – 4.0	16	3	
4.01 – 6.0	21	57	
6.01 – 8.0	2	7	
8.01 – 10.0	2	2	
10.0 +	3	18	
New	(18)	(26)	
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	116	117	

Note: Faculty 116

All regular 10 and 12 Month Faculty (Excluding 15 Contractual and all Adjuncts)

Note: Administrators and Management Positions 117

President, VPs, Deans, Managers, Professionals

Source: Human Resources – Coppin 2006

Table IV Academic Year 2005-2006

	Total Number Individuals	Absolute Dollars Award in Cola and Merit	Per-Individual Award in 05-06
Regular Faculty All 10 & 12 Month Excluding 15 Contractual And All Adjuncts	116 (98)*	\$ 174,076	\$ 1,776

Administrators Managers/Professionals	117 (91)*	\$ 391,516	\$ 4,302

Source: Human Resources – Coppin 2006

* **Note:** The figures (98) and (91) are used to calculate the dollar amounts reflecting more accurately the distribution by excluding the **New Faculty (18) and New Admin (26)** as shown on Table III.

Table V Academic Year 2005 – 2006

Total Number Receiving COLA and Merit Increment Exceeding 10%	
Faculty	3
Administration	18

Based on this empirical evidence, it is clear to the AAUP Chapter Faculty members at Coppin State University, wishing to inform all other faculty members at this institution, that these budgetary concerns must be addressed, in a joined shared governance forum, with the President, other administrators and governing board members so that a greater equity in distribution of incoming budgetary monies is provided among faculty and administrators. As Coppin State University continues to strive towards excellence, it is imperative that these matters be addressed and not disregarded. **The secret to our success is a strong open and collaborative involvement.**

For all the AAUP Chapter Members
Elias L. Taylor, President

2/26/07