**University Administration Budget Optimization Initiative Report**
March 2025

**Workgroup Members**

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**Background and Context**

The University Administration Budget Optimization Initiative was launched in March 2024 to explore questions and concerns related to administrative staffing and compensation trends and identify options for increased efficiency and effectiveness. While longitudinal staffing and salary trends had been broadly shared with the campus community in meetings, town halls and data sets, these analyses did not break out "administrators" as a distinct employee group.

**Process and Methodology**

**Definitions**

After exploring various options for defining "University Administrator", the group determined that the College and University Professional Association for Human Resources (CUPA) definition of administrator was the best option, as it is based on a national classification system that Idaho State University uses in market rate analysis (since FY2022). A list of these classifications is presented in Appendix A.

The workgroup utilized FTE (full time equivalency) for reporting annual staffing levels. FTE converts actual hours paid during the year into full-time equivalency. This methodology normalizes for vacancies, mid-year adjustments, and other staffing "swirl", presenting an actual account of "boots on the ground" staffing.

Finally, the group utilized actual wages paid over the course of a year (instead of initial budget) for compensation analysis, reflecting actual compensation over the course of a fiscal year.

**Data Construction**

FTE and Compensation

Megan Baskins, Senior Budget and Planning Analyst, and Angie Dangerfield, Director of Compensation Programs, pulled personnel payroll data directly from ISU's Banner ERP system and mapped all ISU positions to CUPA administrator definitions. A detailed example of this mapping is presented in Appendix B.

Once the mapping was completed, longitudinal staffing and compensation charts were updated to present this data with Administrators broken out from other employee categories. These data will now be updated annually.

Benchmarking

While the workgroup was able to compare ISU Administrator salary levels to peers, we couldn't benchmark staffing (FTE) levels, as the CUPA data doesn't include FTE.

Through ISU's participation in the HelioCampus benchmarking initiative, we have benchmarked staffing and FTE by *functional area* (e.g. academic affairs, research, student affairs, operations, finance) and overall administrative (non-academic spend). HelioCampus benchmarking data has been informative for service and support units and various budget optimization initiatives.

ISU also benchmarked administrative spending using the American Council of Trustees and Alumni (ACTA) How Colleges Spend Money tool. The Administrative/Instructional Cost Ratio indicates how much an institution spends on administration vs. instruction, using IPEDS data.

# FTE Analysis

**Table 1: All Funds Employee FTE**

| Employee Type | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | #Δ | %Δ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Administrator* Total | 81.0 | 79.9 | 75.6 | 79.3 | 84.3 | 78.5 | 81.5 | 81.9 | 79.6 | 76.8 | (4.2) | -5.2% |
| Classified | 581.3 | 580.1 | 562.8 | 545.4 | 556.8 | 551.9 | 518.9 | 505.4 | 498.2 | 495.0 | (86.3) | -14.9% |
| Non-Classified | 438.4 | 466.4 | 456.4 | 448.5 | 445.4 | 460.5 | 445.9 | 480.3 | 493.7 | 500.1 | 61.7 | 14.1% |
| Staff Total | 1,019.7 | 1,046.5 | 1,019.3 | 993.8 | 1,002.2 | 1,012.4 | 964.8 | 985.6 | 991.9 | 995.1 | (24.6) | -2.4% |
| | | | | | | | | | | | | |
| Contracted Faculty | 468.2 | 476.1 | 485.9 | 481.9 | 490.4 | 509.0 | 491.3 | 483.2 | 485.0 | 479.5 | 11.3 | 2.4% |
| Adjunct Faculty | 79.1 | 81.5 | 79.2 | 72.3 | 69.4 | 60.3 | 58.4 | 69.3 | 78.7 | 75.8 | (3.3) | -4.2% |
| Faculty Total | 547.3 | 557.5 | 565.1 | 554.2 | 559.7 | 569.3 | 549.7 | 552.4 | 563.7 | 555.3 | 8.0 | 1.5% |
| | | | | | | | | | | | | |
| Resident | 32.5 | 33.8 | 33.2 | 34.5 | 34.3 | 35.5 | 37.2 | 39.0 | 36.4 | 39.0 | 6.5 | 19.9% |
| Temp | 104.0 | 115.3 | 108.2 | 102.3 | 107.8 | 95.7 | 92.8 | 94.2 | 102.5 | 101.5 | (2.5) | -2.4% |
| Graduate | 93.3 | 91.7 | 105.7 | 109.8 | 93.3 | 95.2 | 96.7 | 105.0 | 109.5 | 113.0 | 19.7 | 21.2% |
| Student | 378.3 | 406.4 | 392.8 | 387.8 | 382.1 | 361.3 | 295.5 | 278.7 | 279.4 | 304.2 | (74.1) | -19.6% |
| Total All | 2,256.1 | 2,331.1 | 2,299.8 | 2,261.7 | 2,263.7 | 2,247.9 | 2,118.2 | 2,136.9 | 2,163.0 | 2,184.9 | (50.4) | -3.2% |

* Administrator as defined by College and University Professional Association for Human Resources (CUPA). Each PCN for each Fiscal Year is mapped to applicable CUPA Administrator classifications.

FTE represents ACTUAL hours paid. Source: Banner NHIDIST, ISU Budget Office.

- *As shown in Table 1, Administrator FTE was 81.0 in FY2015 and 76.8 in FY2024, with a high of 84.3 in FY2019 and a low of 75.6 in FY2017.*
- *Administrator FTE showed a net decline of 4.2 FTE or 5.2% during this 10 year horizon and a decline of 7.5 or 8.9% from FY2019 to FY2024.*
- *As shared during prior reports and town halls, Classified FTE has declined significantly over this 10 year horizon due to a) evolving staffing needs and a strategic shift to non-classified positions, 2) limitations with the state classified pay structure, and 3) fringe rate differentials. Overall staff FTE (classified and non-classified) declined by 24.6 or 2.4% over this 10 year horizon.*
- *Total Faculty FTE (contracted and adjunct) increased by 8.0 FTE or 1.5% during this 10 year horizon, with a high of 569.3 in FY2020 and a low of 552.4 in FY2021.*
- *Contracted Faculty FTE increased by 11.3 or 2.4% during this 10 year period. It has declined by 29.5 or 5.8% from FY2020 to FY2024.*

# FTE Analysis (continued)

| Table 2: Administrator FTE by Classification | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Classification | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | #Δ %Δ |
| CXO | 26.9 | 29.0 | 28.8 | 25.7 | 26.6 | 26.1 | 28.7 | 25.9 | 27.4 | 26.1 | (0.8) -2.8% |
| Chief Campus XO | 18.3 | 17.0 | 16.5 | 15.5 | 16.6 | 13.7 | 12.1 | 15.0 | 13.2 | 14.0 | (4.4) -23.8% |
| Deputy CXO/Provost/Chief | 9.0 | 7.9 | 6.9 | 13.8 | 14.8 | 15.3 | 13.2 | 12.6 | 12.2 | 11.8 | 2.7 30.3% |
| Dean | 6.9 | 6.8 | 5.3 | 4.0 | 7.6 | 6.6 | 7.9 | 9.0 | 8.6 | 8.6 | 1.7 25.2% |
| Assoc/Asst Dean | 12.3 | 11.5 | 10.3 | 12.5 | 11.0 | 8.7 | 10.6 | 12.5 | 11.3 | 9.6 | (2.6) -21.5% |
| UBO | 7.6 | 7.9 | 7.8 | 7.9 | 7.7 | 8.0 | 9.0 | 6.8 | 6.9 | 6.7 | (0.9) -11.9% |
| Total All | 81.0 | 79.9 | 75.6 | 79.3 | 84.3 | 78.5 | 81.5 | 81.9 | 79.6 | 76.8 | (4.2) -5.2% |

See Appendix B for detailed mapping

- *Table 2 shows Administrator staffing trends by classification, illustrating how Administrator staffing has evolved between classifications over this 10 year period to respond to needs and opportunities.*

# Compensation Analysis

**Table 3: All Funds Contracted Employee Wages**

| Employee Type | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | #Δ | %Δ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Administrator FTE | 81.0 | 79.9 | 75.6 | 79.3 | 84.3 | 78.5 | 81.5 | 81.9 | 79.6 | 76.8 | | |
| Administrator Wages | 9,234,761 | 9,398,274 | 9,131,178 | 9,967,809 | 10,753,198 | 10,413,806 | 10,257,222 | 11,542,705 | 11,556,098 | 11,337,978 | | |
| Administrator Wages/FTE | 114,009 | 117,625 | 120,783 | 125,697 | 127,559 | 132,660 | 125,855 | 140,937 | 145,177 | 147,630 | 33,621 | 29.5% |
| | | | | | | | | | | | | |
| Classified FTE | 581.3 | 580.1 | 562.8 | 545.4 | 556.8 | 551.9 | 518.9 | 505.4 | 498.2 | 495.0 | | |
| Classified Wages | 17,207,240 | 17,401,619 | 17,164,175 | 17,501,039 | 18,457,860 | 19,015,839 | 17,920,009 | 18,037,310 | 19,233,765 | 20,389,238 | | |
| Classified Wages/FTE | 29,599 | 29,997 | 30,495 | 32,090 | 33,150 | 34,453 | 34,536 | 35,690 | 38,607 | 41,190 | 11,591 | 39.2% |
| | | | | | | | | | | | | |
| Non-Classified FTE | 438.4 | 466.4 | 456.4 | 448.5 | 445.4 | 460.5 | 445.9 | 480.3 | 493.7 | 500.1 | | |
| Non-Classified Wages | 24,246,003 | 26,934,329 | 27,100,415 | 27,528,782 | 28,249,892 | 29,330,949 | 27,849,939 | 30,526,611 | 33,519,281 | 35,394,958 | | |
| Non-Classified Wages/FTE | 55,305 | 57,746 | 59,376 | 61,385 | 63,428 | 63,696 | 62,459 | 63,564 | 67,896 | 70,771 | 15,466 | 28.0% |
| | | | | | | | | | | | | |
| Faculty FTE | 468.2 | 476.1 | 485.9 | 481.9 | 490.4 | 509.0 | 491.3 | 483.2 | 485.0 | 479.5 | | |
| Faculty Wages | 40,050,991 | 41,509,732 | 43,936,634 | 44,645,059 | 46,908,695 | 50,008,373 | 48,512,286 | 50,251,640 | 53,275,148 | 54,861,764 | | |
| Faculty Wages/FTE | 85,546 | 87,190 | 90,420 | 92,650 | 95,663 | 98,242 | 98,734 | 104,007 | 109,853 | 114,416 | 28,870 | 33.7% |

- *Table 3 shows compensation trends for contracted employees over the 10-year analysis period.*
- *Average wages per FTE for Administrators grew 29.5% during this period, as compared to a 28.0% increase for non-classified staff, 33.7% for faculty, and 39.2% for classified staff.*
- *ISU has made a concerted effort in recent years to increase classified staff compensation within the parameters of the state pay system to improve classified recruitment and retention efforts.*

# Compensation Analysis (continued)

### Table 4: Contracted Employee Market Rate Comparison
Median Salary as % of CUPA Median Salary

| Employee Type | FY2022 | FY2023 | FY2024 |
|---|---|---|---|
| Administrator | 97.7% | 95.7% | 94.9% |
| Classified | 80.4% | 83.1% | 87.9% |
| Non-Classified | 86.3% | 90.5% | 91.2% |
| Tenure Track Faculty | 92.5% | 87.3% | 85.7% |
| Non Tenure Track Faculty | 88.7% | 87.9% | 90.6% |

- *Table 4 shows ISU median salary by employee group as a percentage of the CUPA median salary by employee group.*
- *CUPA median salaries are drawn from the following ISU Peer Group: Boise State University, Cleveland State University, Marshall University, New Mexico State University, Portland State University, South Dakota State University, Texas A&M University, University of Colorado-Colorado Springs, University of Idaho, University of Massachusetts-Dartmouth, University of Montana-Missoula, University of Toledo, Utah State University, Western Michigan University, Wichita State University, Wright State University.*
- *Median comparisons do not take cost of living into account.*
- *ISU administrator median salaries have remained close to CUPA medians.*
- *ISU classified median salaries have increased compared to state pay structure midpoints, consistent with wage trends presented in Table 3.*
- *ISU non-classified staff salaries have increased compared to CUPA medians, even though wages per FTE have not increased as much as other groups.*
- *ISU tenure track faculty salaries have been declining as a percentage of CUPA median salary. This suggests a need for further analysis and review. See Appendix C for market detail by faculty rank.*

# Benchmarking Analysis

| Table 5: Administrative / Instructional Cost Ratio | | | |
|---|---|---|---|
| Institution | 2020 | 2021 | 2022 |
| Boise State University | 0.17 | 0.18 | 0.26 |
| Idaho State University | 0.24 | 0.22 | 0.18 |
| Lewis-Clark State College | 0.21 | 0.26 | 0.27 |
| University of Idaho | 0.30 | 0.33 | 0.38 |

- *Table 5 presents the American Council of Trustees and Alumni (ACTA) ratio of administrative to instructional costs. This represents the amount of funds spent on administrative expenses compared to funds spent on instruction, using IPEDs data.*
- *ISU's Administrative to Instructional Cost Ratio has declined by 6 percentage points or 25% from FY2020 to FY2022 (the latest available reporting year).*
- *ISU's FY2022 Administrative to Instructional Cost Ratio was 9 points lower than the statewide average of .27.*

## Findings and Recommendations

- ISU Administrator FTE levels have remained relatively consistent over the 10-year analysis period , with a 4.2 FTE or 5.2% decline from FY2015 to FY2024 and a 7.5 FTE or 8.9% decline from the FY2019 high.
  By comparison:
  - Non-administrator staff FTE has declined 24.6 FTE or 2.4% over the 10-year analysis period, with a significant shift from classified positions to exempt professional positions.
  - Contracted Faculty FTE has increased 11.3 FTE or 2.4% over the 10-year analysis period. It has declined 29.5 FTE or 5.8% from the FY2020 high.

- Median ISU Administrator compensation is closely aligned with CUPA medians.

- Due to significant fluctuations and a recent decline in tenure track faculty median compensation as compared to peers, we recommend Human Resources and Academic Affairs consider the following questions:
  - What are ISU's market compensation goals for faculty (and other employee groups)?
  - What are the implications of market salary for faculty recruitment and retention?
  - How does the cost of living impact CUPA market comparisons?
  - How have faculty retirements and resignations impacted median salaries?
  - Should ISU revisit rank and promotion structures and amounts to support market competitiveness?
  - Should ISU review faculty market compensation by rank and discipline to identify issues and opportunities?
  - How can Academic Affairs use OAR personnel to support faculty market goals?

- Idaho State University's Administrative to Instructional Cost ratio is declining and is lowest in the state for the latest reporting year, FY2022.

- ISU should continue to report on Administrator FTE and compensation trends and use the OAR process to support continued efficiency in Administrative to Instructional costs.

## Appendix A: CUPA Administrator Titles

| | |
|---|---|
| Chief Executive Officer, System | Dean, Honors Program |
| Chief Executive Officer, Single Institution or Campus within a Syste | Dean, Humanities |
| Executive Vice President or Vice Chancellor | Dean, Instruction |
| Chief Academic Affairs Officer or Provost | Dean, Journalism or Communication or Media |
| Chief Administrator, Campus or Site | Dean, Law |
| Chief Business Officer | Dean, Library Science |
| Chief Athletics Administrator | Dean, Mathematics |
| Chief Audit Officer | Dean, Medicine |
| Chief Development or Advancement Officer | Dean, Music |
| Chief Enrollment Management Officer | Dean, Nursing |
| Chief Extension or Engagement Officer | Dean, Occupational Studies or Vocational Education |
| Chief External Affairs Officer | Dean, Performing Arts |
| Chief Facilities Officer | Dean, Pharmacy |
| Chief Financial Officer | Dean, Public Health |
| Chief Health Affairs Officer | Dean, Sciences |
| Chief Human Resources Officer | Dean, Social Sciences |
| Chief Information or IT Officer | Dean, Social Work |
| Chief Institutional Planning Officer | Dean, Special Programs |
| Chief Institutional Research Officer | Dean, Undergraduate Programs |
| Chief Academic Assessment Officer | Dean, Veterinary Medicine |
| Chief Investment Officer | Dean of Students (with or without faculty status) |
| Chief Analytics or Business Intelligence Officer | ional Administrators: 161000 - 187020 |
| Chief Legal Affairs Officer | Chief Accounting Officer or Controller |
| Chief Government Relations Officer | Chief Administration Officer |
| Chief Library Officer | Chief Architect for the Institution |
| Chief Public Relations or Communications Officer | Chief Auxiliary Services Officer |
| Chief Research Officer | Chief Budget Officer |
| Chief Student Affairs or Student Life Officer | Chief Purchasing Officer |
| Dean, Agriculture | Chief Equal Opportunity or Affirmative Action Officer |
| Dean, Architecture and Design | Chief Diversity Officer |
| Dean, Liberal Arts | Chief Hospital Administrator |
| Dean, Arts and Sciences | Chief Veterinary Hospital Administrator |
| Dean, Biological and Life Sciences | Chief Student Admissions Officer |
| Dean, Business | Chief Student Financial Aid Officer |
| Dean, Computer and Information Sciences | Chief Student Registration or Records Officer |
| Dean, Continuing Education | Chief Technology Transfer Officer |
| Dean, Cooperative Extension | Chief Sponsored Research or Programs Administrator |
| Dean, Dentistry | Chief Contracts and Grants Administrator |
| Dean, Divinity or Religion | Chief Cost Accounting Administrator |
| Dean, Education | Deputy Provost |
| Dean, Engineering | Chief Faculty Affairs Officer |
| Dean, External Degree Programs | Assoc Provost |
| Dean, Family and Consumer Sciences | Asst Provost |
| Dean, Fine Arts | Chief of Staff or Chief Strategy Officer |
| Dean, Forestry and Environmental Studies | Chief Graduate Medical Education Officer |
| Dean, Global or International Studies | Deputy Chief Financial Officer |
| Dean, Government or Public Affairs or Public Policy | Deputy Chief Facilities Officer |
| Dean, Graduate School | Deputy Chief HR Officer |
| Dean, Health-Related Professions | Deputy Chief Information or IT Officer |

## Appendix A: CUPA Administrator Titles (continued)

| | |
|---|---|
| Deputy Chief Athletics Officer | Chief Campus Major Gifts Administrator |
| Deputy Chief Development or Advancement Officer | Chief Campus Donor Relations Administrator |
| Deputy Chief Audit Officer | Chief Campus Advancement Services Administrator |
| Deputy Chief Budget Officer | Chief Campus Federal Government Legislative Liaison |
| Deputy Chief Library Officer | Chief Campus State & Local Government Legislative Liais |
| Deputy Chief, Student Affairs | Chief Campus Marketing Administrator |
| Deputy Chief Research Officer | Chief Campus Publications Administrator |
| Deputy Chief Diversity Officer | Chief Campus Study-Abroad Administrator |
| Chief Business or Financial Affairs Officer, Medical School | Chief Campus Workforce or Career Development Adminis |
| Bursar | Chief Business Affairs Officer, College or Division |
| Treasurer | Chief HR Officer, College or Division |
| Chief Campus Bookstore Administrator | Chief Student Affairs Officer, College or Division |
| Chief Campus Continuing Education Administrator | Chief Diversity Officer, College or Division |
| Chief Online Education Administrator | Chief Information Officer, College or Division |
| Chief Campus International Education Administrator | Assoc or Asst Dean, Agriculture |
| Chief Campus International Studies Education Administrator | Assoc or Asst Dean, Architecture and Design |
| Chief Environmental Health and Safety Administrator | Assoc or Asst Dean, Liberal Arts |
| Chief Campus Risk Management & Insurance Administrator | Assoc or Asst Dean, Arts and Sciences |
| Chief Campus Security Administrator or Police Chief | Assoc or Asst Dean, Biological & Life Sciences |
| Deputy Chief Campus Security Administrator or Assistant Police O | Assoc or Asst Dean, Business |
| Chief Campus Parking or Transportation Administrator | Assoc or Asst Dean, Computer & Info Sciences |
| Chief Campus Employment Administrator | Assoc or Asst Dean, Continuing Education |
| Chief Campus Payroll Administrator | Assoc or Asst Dean, Cooperative Extension |
| Chief Campus Benefits Administrator | Assoc or Asst Dean, Dentistry |
| Chief Campus Employee Relations Administrator | Assoc or Asst Dean, Divinity or Religion |
| Chief Campus Classification & Compensation Administrator | Assoc or Asst Dean, Education |
| Chief Campus HR Information Systems Administrator | Assoc or Asst Dean, Engineering |
| Chief Campus Training & Development Administrator | Assoc or Asst Dean, External Degree Programs |
| Chief Campus Food and Dining Services Administrator | Assoc or Asst Dean, Family or  Consumer or Human Scie |
| Chief Campus Research Park Administrator | Assoc or Asst Dean, Fine Arts |
| Chief Campus Real Estate Administrator | Assoc or Asst Dean, Forestry and Environmental Studies |
| Chief Campus Energy and Utilities Administrator | Assoc or Asst Dean, Global or International Studies |
| Chief Campus Enterprise Applications Administrator | Assoc or Asst Dean, Government or Public Affairs or Pub |
| Chief Campus Academic Computing or Instructional Technology A | Assoc or Asst Dean, Graduate Programs |
| Chief Campus Administrative Computing Administrator | Assoc or Asst Dean, Health-Related Professions |
| Chief Campus Research Computing Administrator | Assoc or Asst Dean, Honors Program |
| Chief Campus IT Security Administrator | Assoc or Asst Dean, Humanities |
| Chief Risk Management or Compliance Officer | Assoc or Asst Dean, Instruction |
| Chief Campus Student Activities Administrator | Assoc or Asst Dean, Communications or Journalism or N |
| Chief Campus Student Center Administrator | Assoc or Asst Dean, Law |
| Chief Campus Greek Life Administrator | Assoc or Asst Dean Library Sciences |
| Chief Campus Academic Advising Administrator | Assoc or Asst Dean, Mathematics |
| Chief Campus Career Services Administrator | Assoc or Asst Dean, Medicine |
| Chief Campus Student Counseling Center Administrator | Assoc or Asst Dean, Music |
| Chief Campus Student Health Center - Non-Medical Administrator | Assoc or Asst Dean, Nursing |
| Chief Campus Student Health Center - Physician Administrator | Assoc or Asst Dean, Occupational or Vocational Educati |
| Chief Campus Student Health Center - Nurse or Nurse Practitioner | Assoc or Asst Dean, Performing Arts |
| Chief Campus Student Housing Administrator | Chief Campus Major Gifts Administrator |
| Chief Campus Annual Giving Administrator | Chief Campus Donor Relations Administrator |
| Chief Campus Corporate or Foundation Relations Administrator | Chief Campus Advancement Services Administrator |
| Chief Campus Planned Giving Administrator | Chief Campus Federal Government Legislative Liaison |

# Appendix A: CUPA Administrator Titles (continued)

Chief Campus State & Local Government Legislative Liaison
Chief Campus Marketing Administrator
Chief Campus Publications Administrator
Chief Campus Study-Abroad Administrator
Chief Campus Workforce or Career Development Administrator
Chief Business Affairs Officer, College or Division
Chief HR Officer, College or Division
Chief Student Affairs Officer, College or Division
Chief Diversity Officer, College or Division
Chief Information Officer, College or Division
Assoc or Asst Dean, Agriculture
Assoc or Asst Dean, Architecture and Design
Assoc or Asst Dean, Liberal Arts
Assoc or Asst Dean, Arts and Sciences
Assoc or Asst Dean, Biological & Life Sciences
Assoc or Asst Dean, Business
Assoc or Asst Dean, Computer & Info Sciences
Assoc or Asst Dean, Continuing Education
Assoc or Asst Dean, Cooperative Extension
Assoc or Asst Dean, Dentistry
Assoc or Asst Dean, Divinity or Religion
Assoc or Asst Dean, Education
Assoc or Asst Dean, Engineering
Assoc or Asst Dean, External Degree Programs
Assoc or Asst Dean, Family or Consumer or Human Science
Assoc or Asst Dean, Fine Arts
Assoc or Asst Dean, Forestry and Environmental Studies
Assoc or Asst Dean, Global or International Studies
Assoc or Asst Dean, Government or Public Affairs or Public Policy
Assoc or Asst Dean, Graduate Programs
Assoc or Asst Dean, Health-Related Professions
Assoc or Asst Dean, Honors Program
Assoc or Asst Dean, Humanities
Assoc or Asst Dean, Instruction
Assoc or Asst Dean, Communications or Journalism or Media
Assoc or Asst Dean, Law
Assoc or Asst Dean Library Sciences
Assoc or Asst Dean, Mathematics
Assoc or Asst Dean, Medicine
Assoc or Asst Dean, Music
Assoc or Asst Dean, Nursing
Assoc or Asst Dean, Occupational or Vocational Education
Assoc or Asst Dean, Performing Arts
Assoc or Asst Dean, Pharmacy
Assoc or Asst Dean, Public Health
Assoc or Asst Dean, Sciences
Assoc or Asst Dean, Social Sciences
Assoc or Asst Dean, Social Work
Assoc or Asst Dean, Special Programs
Assoc or Asst Dean, Undergraduate Programs
Assoc or Asst Dean, Veterinary Medicine

## Appendix B: Detailed Position Mapping, FY2024

| Classification | CUPA Title | Position | Position Title |
|---|---|---|---|
| Assoc/Asst Dean | [304030] Assoc or Asst Dean, Liberal Arts | 114000 | Professor & Associate Dean |
| | | 404300 | Associate Dean/Professor |
| | [304120] Assoc or Asst Dean, Education | 333400 | Interim Dean of the College of Education |
| | | 375800 | Asst Dean of Assess and Accred |
| | [304130] Assoc or Asst Dean, Engineering | 787100 | Processor/Associate Dean |
| | [304200] Assoc or Asst Dean, Health-Related Professions | 810400 | Assoc Dean for GME and Professional Relations |
| | [304310] Assoc or Asst Dean, Occupational or Vocational Education | 785600 | Associate Dean |
| | [304330] Assoc or Asst Dean, Pharmacy | 363000 | AVP for KDHS and AHEC Director |
| | | 717700 | Assoc Dean Acad Aff/Assoc Prof |
| | | 814200 | Assistant Dean for Assessment and Accreditation |
| Chief Campus XO | [196110] Chief Campus Payroll Administrator | 101300 | Payroll Processing Manager |
| | [196140] Chief Campus Classification & Compensation Administrator | 252300 | Director of Compensation Programs |
| | [196160] Chief Campus Training & Development Administrator | 815600 | Assist HR Director ER and Org Development |
| | [196300] Chief Campus Student Center Administrator | 809900 | Asst VP Access & Opportunity |
| | [196320] Chief Campus Academic Advising Administrator | 255900 | Executive Director of Academic Advising |
| | [196330] Chief Campus Career Services Administrator | 373300 | Director |
| | [196340] Chief Campus Student Counseling Center Administrator | 551000 | Director |
| | [196350] Chief Campus Student Health Center - Non-Medical Administrator | 151000 | Asst VP for Clinical Services |
| | | 272000 | Dir Center to Advance Rx Practice & Research |
| | [196360] Chief Campus Student Housing Administrator | 811100 | Assistant Director |
| | [196380] Chief Campus Corporate or Foundation Relations Administrator | 152700 | Exec Director of Corp & Foundation Relations |
| | [196390] Chief Campus Planned Giving Administrator | 260600 | Director of Estate & Gift Planning |
| | [196400] Chief Campus Alumni Affairs Administrator | 164000 | Assoc VP for Government & Community Relations |
| | [196430] Chief Campus Advancement Services Administrator | 141600 | Dir Prospect Res and Info Tech |
| | | 152200 | Special Projects Analyst & Coordinator |
| | [196460] Chief Campus Marketing Administrator | 703800 | AVP Marketing & Communications |

## Appendix B: Detailed Position Mapping, FY2024 (continued)

| Classification | CUPA Title | Position | Position Title |
|---|---|---|---|
| CXO | [101000] Chief Executive Officer, Single Institution or Campus within a System | 150000 | President |
| | [105000] Chief Academic Affairs Officer or Provost | 366300 | Acting Provost & VP Academic Affairs |
| | [109000] Chief Athletics Administrator | 650000 | Athletic Director |
| | [113000] Chief Development or Advancement Officer | 154000 | Vice President for Advancement |
| | [115000] Chief Enrollment Management Officer | 376500 | Assoc VP Enrollment Management |
| | [121000] Chief Facilities Officer | 250000 | Associate Vice President for Facilities Services |
| | [123000] Chief Financial Officer | 105000 | VP of Finance and University Planning |
| | [125000] Chief Health Affairs Officer | 187900 | Vice Pres HS & Sr Vice Provost |
| | [127000] Chief Human Resources Officer | 102700 | Associate Vice President for Human Resources |
| | [129000] Chief Information or IT Officer | 560000 | Chief Information Officer |
| | [133000] Chief Institutional Research Officer | 764400 | Director of Institutional Research |
| | [137000] Chief Legal Affairs Officer | 174700 | Gen Counsel & Chief Compl Offc |
| | [139000] Chief Library Officer | 450000 | Dean |
| | [143000] Chief Research Officer | 365800 | VP for Research & Economic Development |
| | [145000] Chief Student Affairs or Student Life Officer | 552000 | Vice President for Student Affairs |
| | [161000] Chief Accounting Officer or Controller | 102800 | Assoc. VP for Fin. & Univ. Controller |
| | [162000] Chief Administration Officer | 250600 | Vice President for Campus Operations |
| | [163000] Chief Architect for the Institution | 270600 | University Architect |
| | [167000] Chief Equal Opportunity or Affirmative Action Officer | 152500 | AVP for Institutional Engagement & Director of Equal Opportunity & Title IX |
| | [171000] Chief Student Admissions Officer | 158700 | Director |
| | [172000] Chief Student Financial Aid Officer | 508500 | Director of Fin Aid & Schlrshp |
| | [173000] Chief Student Registration or Records Officer | 550000 | Registrar |
| | [176000] Chief Sponsored Research or Programs Administrator | 150300 | Asst Vice President Research |
| | [177000] Chief Contracts and Grants Administrator | 101500 | Director of Grants & Contracts Accounting |
| | [187020] Chief of Staff or Chief Strategy Officer | 100100 | Chief of Staff |
| | [196040] Chief Online Education Administrator | 110300 | Director of Technology Support |
| | [196060] Chief Environmental Health and Safety Administrator | 123400 | Executive Director |
| | [196080] Chief Campus Security Administrator or Police Chief | 216900 | Chief Public Safety Officer |

# Appendix B: Detailed Position Mapping, FY2024 (continued)

| Classification | CUPA Title | Position | Position Title |
|---|---|---|---|
| Dean | [153030] Dean, Liberal Arts | 337600 | Founding Dean |
| | [153060] Dean, Business | 330000 | Dean & Vice Provost |
| | [153120] Dean, Education | 332200 | Dean |
| | [153190] Dean, Graduate School | 113600 | Acting Dean |
| | [153200] Dean, Health-Related Professions | 335400 | Dean and Professor |
| | [153310] Dean, Occupational Studies or Vocational Education | 750100 | Dean |
| | [153330] Dean, Pharmacy | 181300 | Dean and Associate Professor |
| | [153360] Dean, Sciences | 358700 | Interim Dean of CoSE |
| | [155010] Dean of Students (with or without faculty status) | 712100 | Assistant Vice President & Dean of Students |
| Deputy CXO/Provost/Chief | [181000] Deputy Provost | 369600 | Sr. Vice Provost & Accreditation Liaison Officer |
| | | 758900 | Vice Provost for Faculty Affairs |
| | [185000] Asst Provost | 174300 | Assistant Vice Provost |
| | [194020] Deputy Chief Facilities Officer | 100800 | Director of Maintenance and Operations |
| | [194030] Deputy Chief HR Officer | 103200 | Director of HR Operations |
| | [194040] Deputy Chief Information or IT Officer | 105400 | Associate CIO Infrastructure Services |
| | | 132300 | Assoc Chief Info Offc StratTec |
| | [194050] Deputy Chief Athletics Officer | 553400 | Associate AD for Internal Ops/SWA |
| | [194150] Deputy Chief Budget Officer | 104300 | Interim Advancement Accounting & Fin. Manager |
| | [194170] Deputy Chief, Student Affairs | 552200 | Assoc. VP for Student Affairs |
| | [194180] Deputy Chief Research Officer | 129600 | Associate Vice President for Research/Professor |
| | [196085] Deputy Chief Campus Security Administrator or Assistant Police Chief | 222500 | Assistant Director |
| UBO | [301030] Chief Business Affairs Officer, College or Division | 143200 | University Business Officer |
| | | 143300 | University Business Officer |
| | | 143600 | University Business Officer |
| | | 183600 | University Business Officer |
| | | 700300 | COT Budget Finance Director |
| | | 815500 | University Business Officer |
| | | 833100 | University Business Officer |

## Appendix C: Faculty Median Salary as % CUPA Median Salary by Faculty Rank

| | | ISU Salary | | Comparison Group Statistics | | | ISU Median as % of Comparison Group |
|---|---|---|---|---|---|---|---|
| | | Median | Average | Median | Average | Std. Dev. | |
| **November 2023 (FY2024)** | | | | | | | |
| Across All Disciplines Selected | Professor | 94,366 | 98,907 | 114,532 | 115,150 | 11,486 | 82.4% |
| Across All Disciplines Selected | Associate Professor | 80,648 | 84,800 | 93,938 | 93,643 | 7,309 | 85.9% |
| Across All Disciplines Selected | Assistant Professor (excl New) | 74,973 | 81,530 | 81,649 | 83,031 | 7,118 | 91.8% |
| Across All Disciplines Selected | Assistant Professor (incl New) | 74,309 | 80,557 | 81,624 | 83,206 | 7,628 | 91.0% |
| Across All Disciplines Selected | New Assistant Professor | 66,000 | 75,875 | 82,721 | 84,177 | 11,481 | 79.8% |
| Across All Disciplines Selected | Instructor | 55,016 | 55,016 | 70,697 | 70,869 | 12,185 | 77.8% |
| Across All Disciplines Selected | All Tenure Track Ranks | 85,117 | 89,024 | 99,375 | 100,084 | 8,761 | 85.7% |
| Across All Disciplines Selected | Non Tenure Track | 63,846 | 67,703 | 70,457 | 69,849 | 8,122 | 90.6% |
| **November 2022 (FY2023)** | | | | | | | |
| Across All Disciplines Selected | Professor | 91,156 | 96,415 | 112,485 | 111,073 | 12,094 | 81.0% |
| Across All Disciplines Selected | Associate Professor | 76,795 | 81,739 | 89,027 | 89,573 | 7,695 | 86.3% |
| Across All Disciplines Selected | Assistant Professor (excl New) | 70,362 | 77,031 | 79,371 | 82,043 | 6,817 | 88.6% |
| Across All Disciplines Selected | Assistant Professor (incl New) | 70,248 | 76,482 | 78,066 | 81,924 | 7,213 | 90.0% |
| Across All Disciplines Selected | New Assistant Professor | 65,500 | 72,362 | 76,634 | 78,798 | 9,814 | 85.5% |
| Across All Disciplines Selected | Instructor | 52,000 | 52,000 | 65,910 | 66,164 | 10,568 | 78.9% |
| Across All Disciplines Selected | All Tenure Track Ranks | 81,674 | 86,327 | 93,545 | 96,777 | 9,678 | 87.3% |
| Across All Disciplines Selected | Non Tenure Track | 59,035 | 64,311 | 67,184 | 65,949 | 7,800 | 87.9% |
| **November 2021 (FY2022)** | | | | | | | |
| Across All Disciplines Selected | Professor | 88,545 | 93,800 | 98,643 | 103,789 | 27,399 | 89.8% |
| Across All Disciplines Selected | Associate Professor | 71,631 | 76,458 | 80,891 | 82,502 | 16,303 | 88.6% |
| Across All Disciplines Selected | Assistant Professor (excl New) | 66,952 | 75,096 | 73,124 | 74,347 | 13,771 | 91.6% |
| Across All Disciplines Selected | Assistant Professor (incl New) | 66,790 | 74,014 | 73,176 | 74,370 | 13,674 | 91.3% |
| Across All Disciplines Selected | New Assistant Professor | 65,000 | 67,167 | 73,751 | 75,714 | 14,868 | 88.1% |
| Across All Disciplines Selected | Instructor | 52,000 | 52,000 | 59,790 | 64,673 | 24,859 | 87.0% |
| Across All Disciplines Selected | All Tenure Track Ranks | 77,880 | 82,507 | 84,153 | 87,866 | 20,768 | 92.5% |
| Across All Disciplines Selected | Non Tenure Track | 56,106 | 60,527 | 63,220 | 61,648 | 7,699 | 88.7% |