

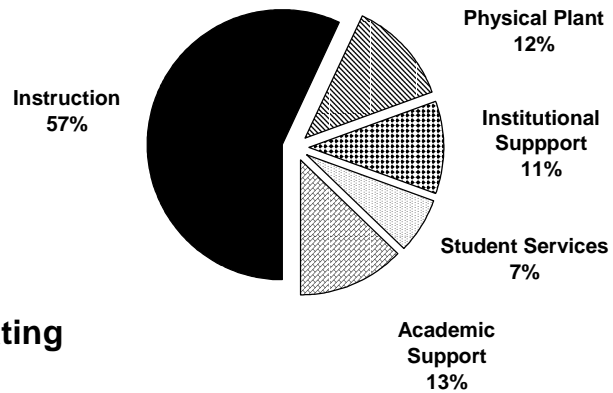
4.0 EXPENDITURES

4.1 Total Operating Expenditures

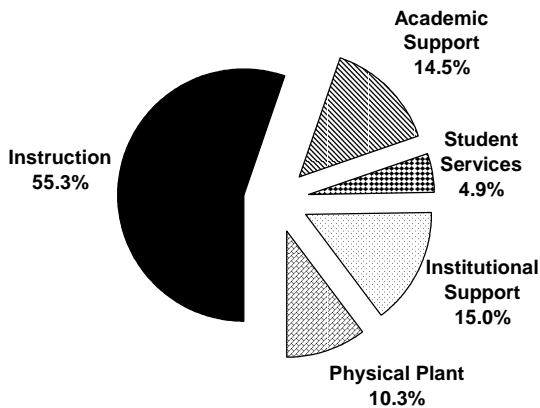
As demonstrated by the charts below, financial resources are highly concentrated on the university's core business — instruction.

Instructional functions detailed in the charts as instruction and academic support represented 70 percent of JMU's 1988-89 budget. In 2000-01, the percentage changed to 69.8 percent.

**Distribution of JMU
E&G Operating Expenses 1988-89**



**Distribution of JMU E&G Operating
Expenses, 2000-01**

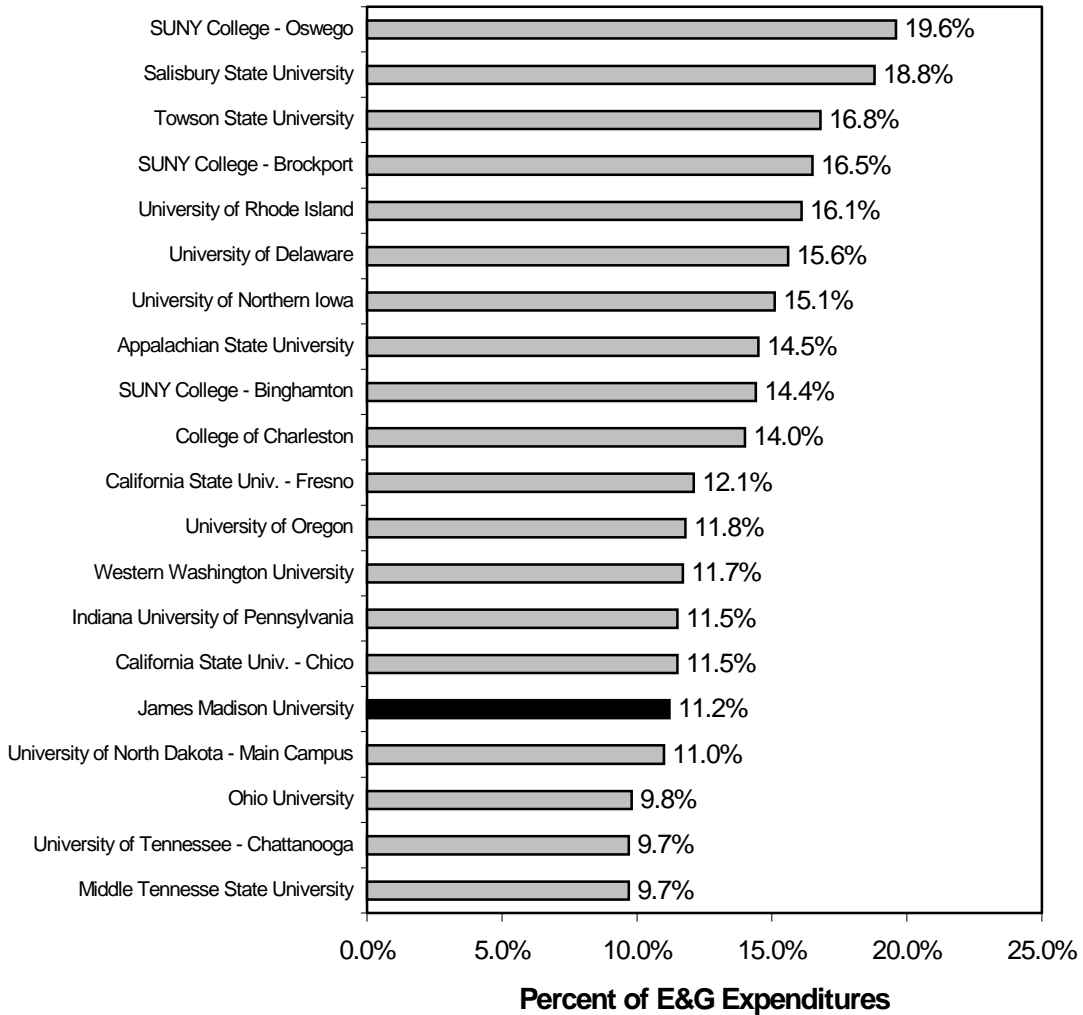


The total percent of the budget spent on non-instructional administrative functions remained relatively unchanged at approximately 30 percent for the twelve-year period. However, there were shifts away from student services and physical plant to institutional support.

The major causes of these shifts are technology-related costs for software, hardware and maintenance and expanded university relations and development activities.

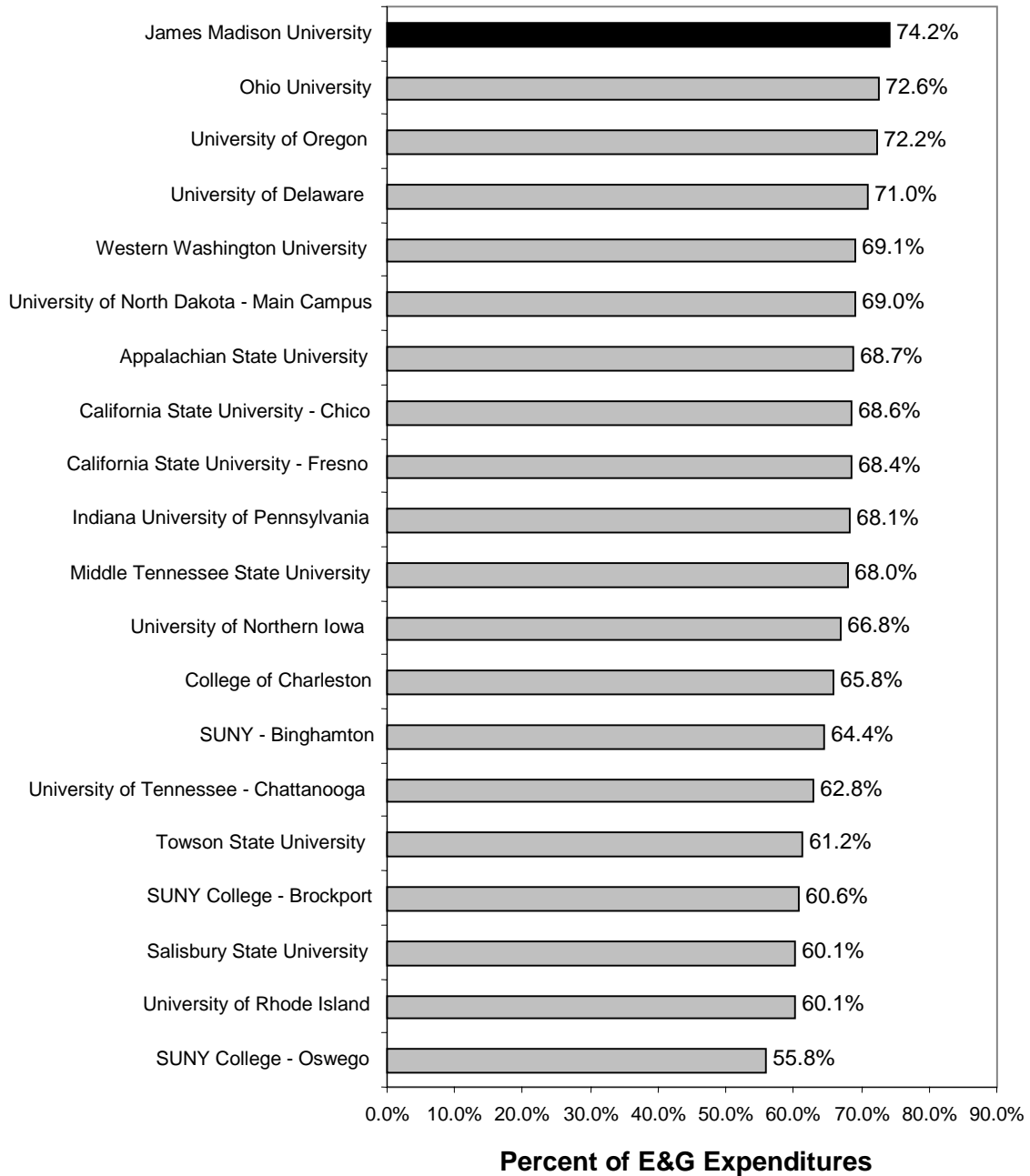
When JMU is compared to its national peer group (approved by State Council of Higher Education), the 1998-99 data indicate that JMU is ahead of all other institutions in support of instruction (see chart on page 30). As indicated in the chart below, JMU spends a smaller percent on institutional support than 15 other peer institutions. This indicates that JMU operates administrative functions efficiently in order to concentrate resources on the university's primary mission of instruction.

Institutional Support* as a Percent of FY99 E&G Expenditures: SCHEV Peers



*Excluding Research, Public Service, Scholarships and Fellowships, and Transfers. Data not available for Baylor, Bradley, Texas Christian, Providence College, and Notre Dame.

Instructional And Academic Support* Expenditures as a Percent of FY99 E&G Expenditures: SCHEV Peers

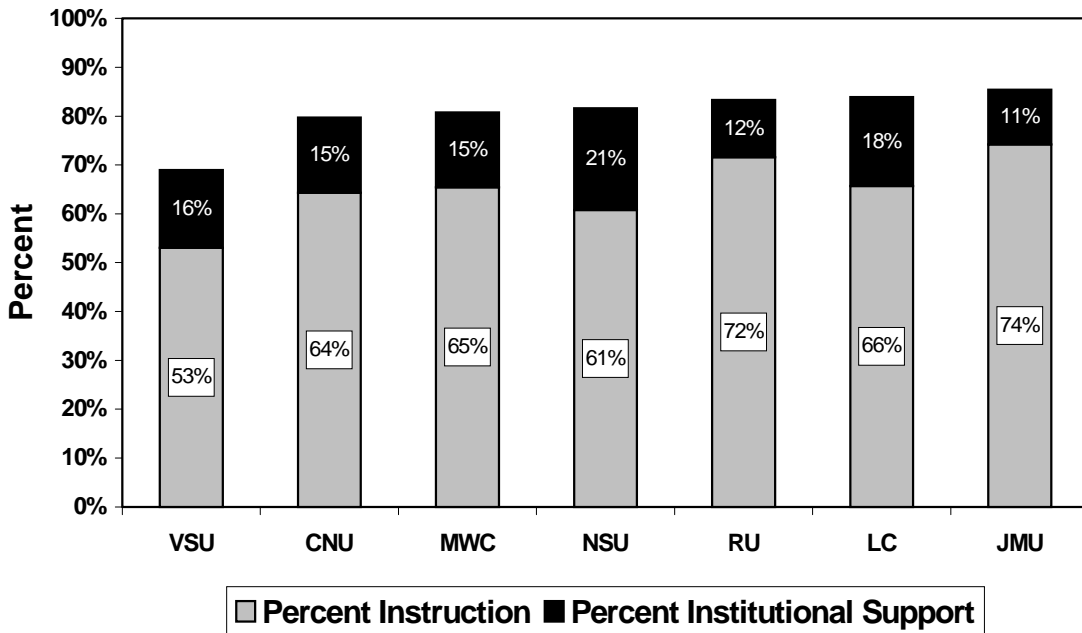


*Excluding Research, Public Service, Scholarships and Fellowships, and Transfers. Data not available for Baylor, Bradley, Texas Christian, Providence College, and Notre Dame.

The graphic on the previous page shows JMU's commitment to instruction. JMU spends the highest percentage of its E&G budget on instruction than any of its peer group. The fact that JMU has the highest percentage of its budget devoted to instruction and one of the lowest percentages devoted to institutional support demonstrates that JMU clearly focuses its resources on its mission of educating students.

The chart presented below compares academic and institutional support for Virginia's comprehensive institutions. Of the Virginia comprehensive institutions in 1998-99, JMU ranks highest in percent of E&G budget spent on instruction and academic support (combined) and last in percent of E&G budget spent on institutional support.

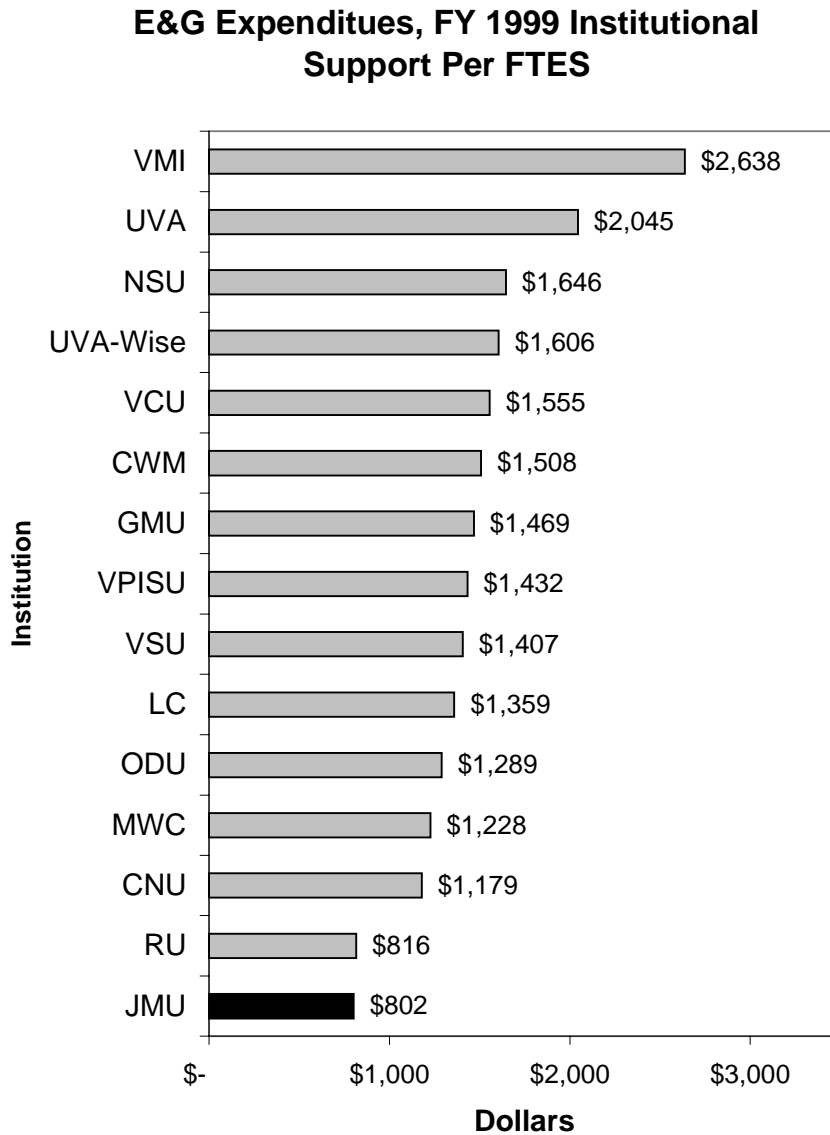
FY99 E&G Expenditures* Virginia Public Comprehensives



* Excluding Research, Public Service, Scholarships and Fellowships, and Transfers

The chart presented below analyzes institutional expenditures in a slightly different manner. Instead of examining institutional support as a percent of the E&G operating budget, this graphic looks at the same expenditure category on a FTE student (FTES) basis. It could be argued that this represents a truer picture of expenditures than the percentage when comparing institutions with different educational missions — e.g., comprehensive and doctoral institutions. For doctoral-level institutions, the percent of E&G expenditures used for institutional support is lessened by their huge research budgets that are included in their total E&G expenditures.

Of the Virginia institutions reporting these data, JMU ranks last at \$802 per FTES expended on institutional support in FY 1999. This figure is \$14 per student less than the next lowest institution (Radford) and \$1,836 less than the highest (VMI). On a per student basis, JMU is administratively the leanest institution in the Commonwealth.



Source: IPEDS Finance Reports

4.2 Faculty and Staff Salaries

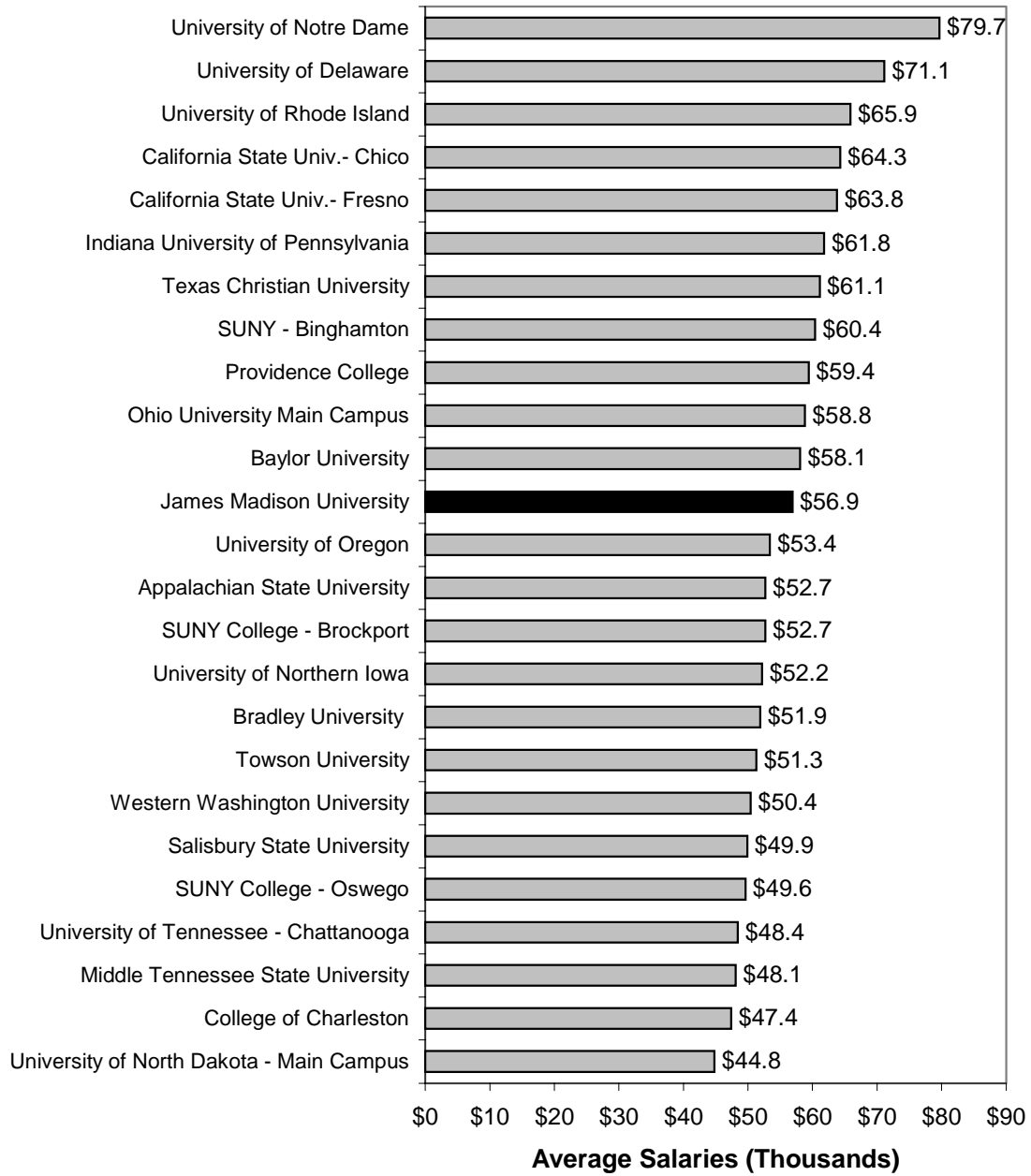
In the spring of 1997 JMU and the other Virginia publicly funded colleges and universities negotiated new peer institutions. These replaced the peer groups created with the State Council in 1986 as a benchmark in support of the public policy objective that all state colleges and universities offer competitive faculty salaries equal to the 60th percentile of a national group of its peer institutions. JMU's current position is 12th out of 25 institutions. The Department of Planning and Budget and SCHEV supported the policy objective and recommend a 6.1 percent increase for JMU in each year of the 1998-2000 biennium. The 60th percentile faculty salary for 1999-00 was \$58,700, thereby putting JMU's appropriated average salary \$1,800 below the objective.

As demonstrated by the data shown on page 36, the 1996-97 through 1999-00 salary increases for faculty, administrators, and classified staff exceeded the CPI. In 2000-01 the CPI exceeded the average salary increases. The monthly cost of the family medical plan also increased 11.9 percent.

Classified salary increases outpaced those for both instructional faculty and administrators during 1993-94 and 1994-95 because the General Assembly funded a statewide merit program. During 1995-96, classified staff received the same percentage pay raise as instructional faculty and administrators. In 1996-97 their raises were greater than faculty and administrators, but were less than faculty in 1997-98. In 1998-99 the increases for classified staff were higher than administrators, but smaller than faculty. In 1999-00 and 2000-01 the increases for classified staff were higher than the other two groups.

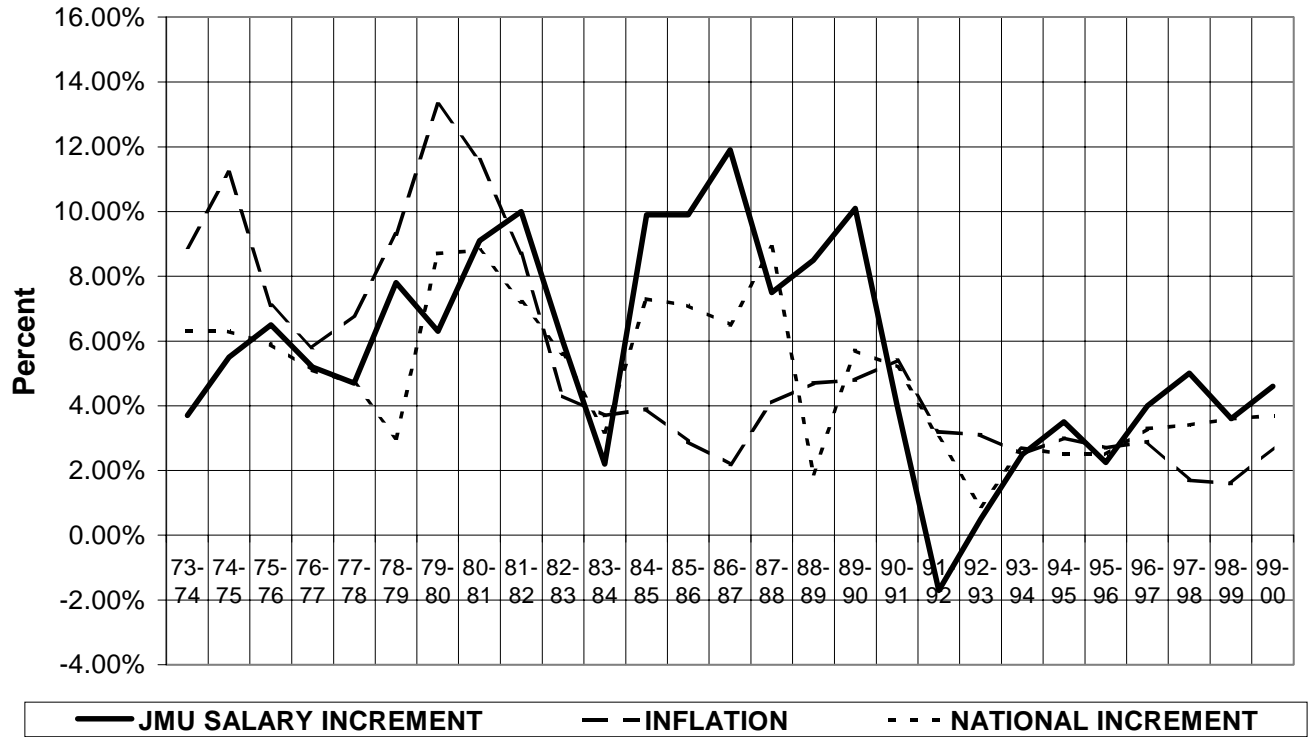
Between 1989-90 and 1999-00 the appropriated salary raises for faculty and classified staff slightly exceeded the CPI due to the higher raises and lower CPI in the last three years. Between 1989-90 and 1994-95, the monthly cost for family medical insurance increased by 67 percent from \$102 to \$170. The monthly cost of family medical plan insurance decreased to \$157 in 1995-96, but again increased to \$207 in 2000-01, a 31.8 percent increase since 1995-96.

SCHEV Peer Group Average Faculty Salaries, 1999-00



60th Percentile Faculty Salary = \$58.7

Inflation and JMU Faculty Salaries 1973-74 To 1999-00



Source: Institutional Research and AAUP

**Appropriated Salary Increases and Cost of Family Medical Coverage
1989-90 to 2000-01**

Year	CPI Increase *	Appropriated Salary Increase			Monthly Cost of Family Medical Plan
		Instructional Faculty	Administrative Faculty	Classified Staff	
1989-90	4.8%	7.65%	5.90%	3.25%	102
1990-91	5.4%	2.36%	1.90%	3.00%	147
1991-92	4.2%	0.00%	0.00%	0.00%	159
1992-93	3.1%	2.00%	2.00%	2.00%	155
1993-94	3.0%	3.60%	3.60%	6.50%	170
1994-95	2.6%	3.40%	3.40%	3.57%	170
1995-96	2.8%	2.25%	2.25%	2.25%	157
1996-97	3.0%	4.00%	4.00%	4.35%	157
1997-98	2.3%	5.00%	4.00%	4.00%	157
1998-99	1.6%	6.10%	3.10%	3.67%	170
1999-00	2.2%	6.10%	4.00%	6.25%	185
2000-01	3.4%	3.00%	3.00%	3.25%	207

Source: JMU Budget Office

Note: 1990-91 percentage allows for the 2 percent salary reduction in December, 1990. Since 1992-93, salary increase percentages are effective in December of each fiscal year. Effective date of change in health care cost varies from year to year.

(<http://stats.bls.gov/cpihome.htm>) Inflation Calculator