

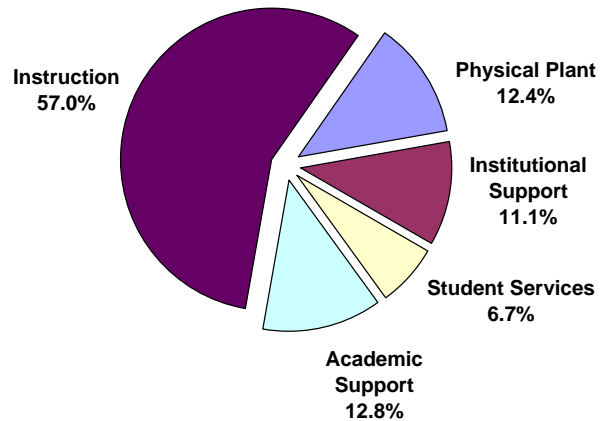
4.0 EXPENDITURES

4.1 Total Budgeted Operating Expenditures

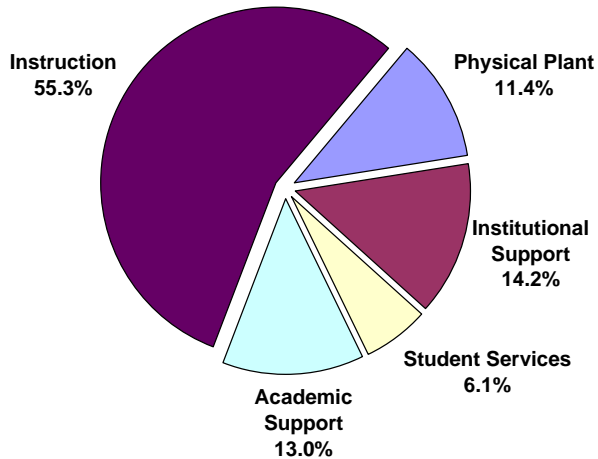
As demonstrated by the charts to the right and below, financial resources remain highly concentrated on the university's core business – instruction.

Instructional functions detailed in the charts as instruction and academic support represented 69.8 percent of JMU's 1988-89 budget. In 2006-07 the budgeted percentage is 68.3 percent.

Distribution of JMU E&G Operating Expenses 1988-89

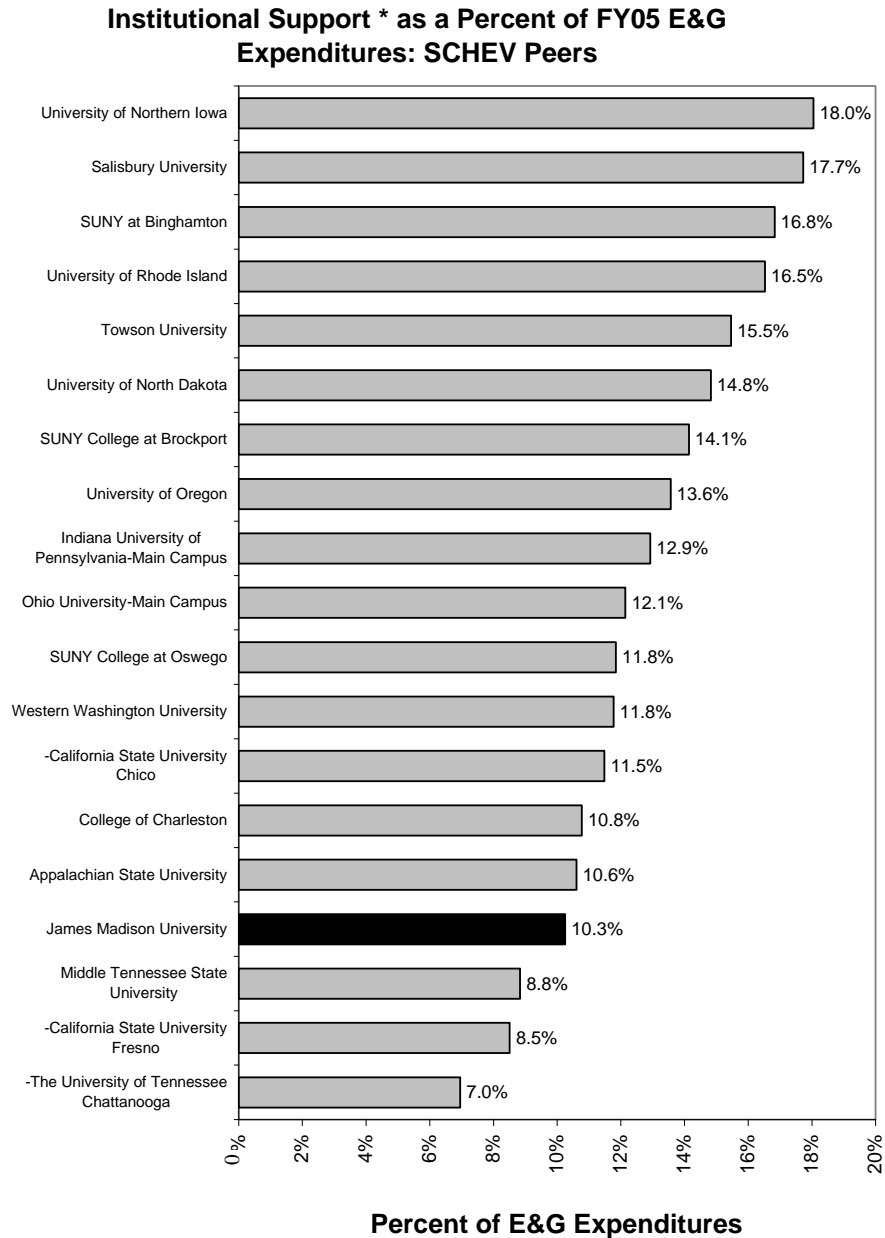


Distribution of JMU E&G Operating Expenses, 2006-2007



The total percent of the budget spent on non-instructional administrative functions increased slightly to 35.6 percent for the eighteen-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.

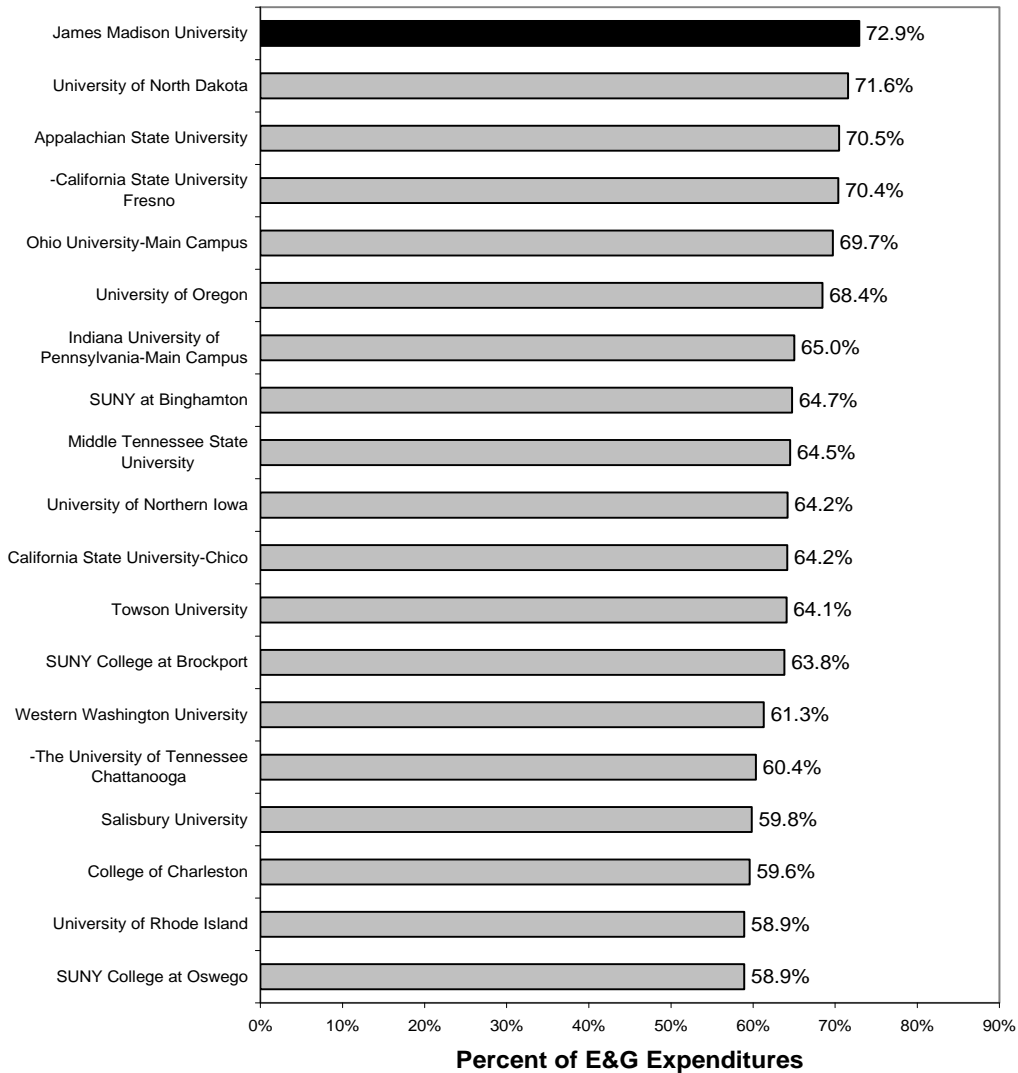
When JMU is compared to the public institutions in its national peer group (approved by State Council of Higher Education), the 2004-05 data indicate that JMU is the highest institution in support of instruction (see chart on page 30). As indicated in the chart below, JMU spends a smaller percent on institutional support than all but three of its peer institutions. JMU continues to operate administrative functions efficiently in order to concentrate resources on the university's primary mission of instruction. In fact, during the budget impasse of a few years ago the University purposely preserved its instructional budgets at the expense of institutional support.



* E&G estimate excludes Research, Public Service, Scholarships and Fellowships, and Transfers.

Data not available for University Of Delaware, Bradley University
 University Of Notre Dame, Providence College, Baylor University, and Texas
 Christian University.

**Instructional and Academic Support* Expenditures as a Percent of FY05
Total E&G Expenditures: SCHEV Peers**

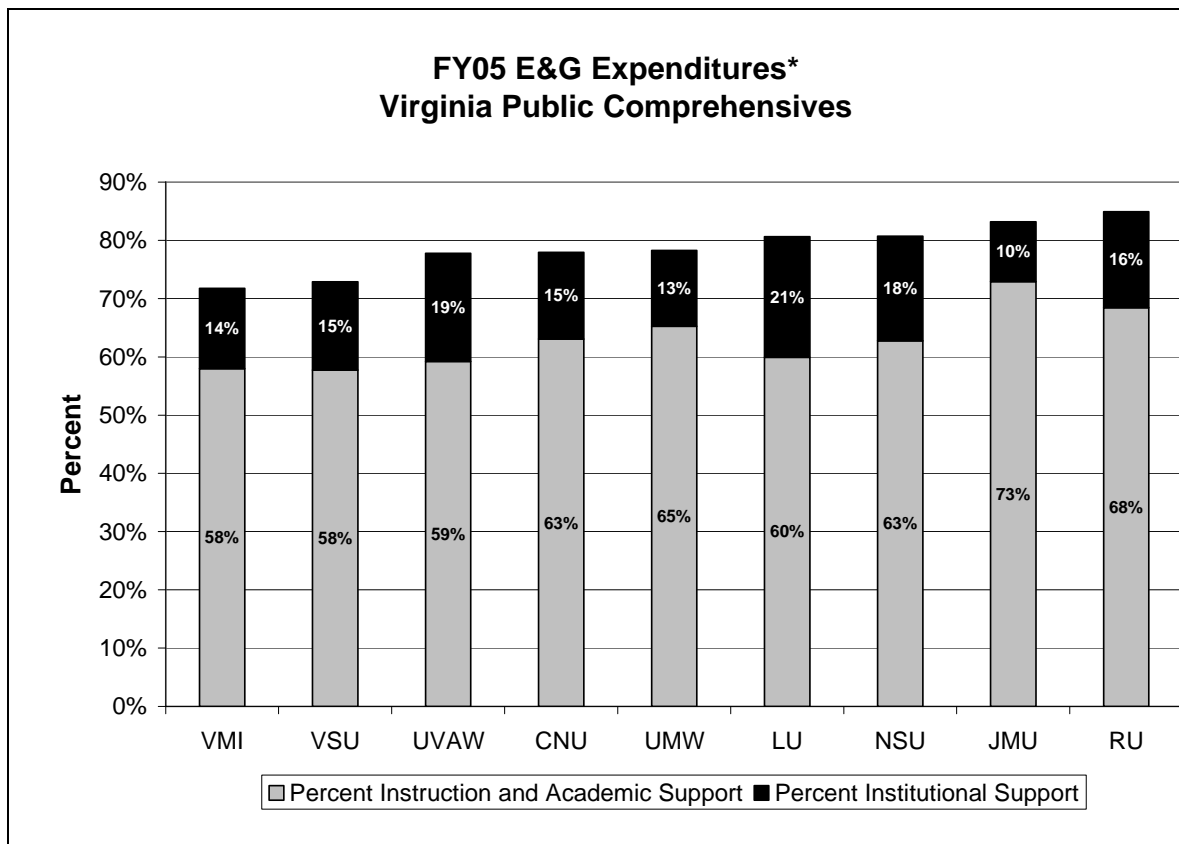


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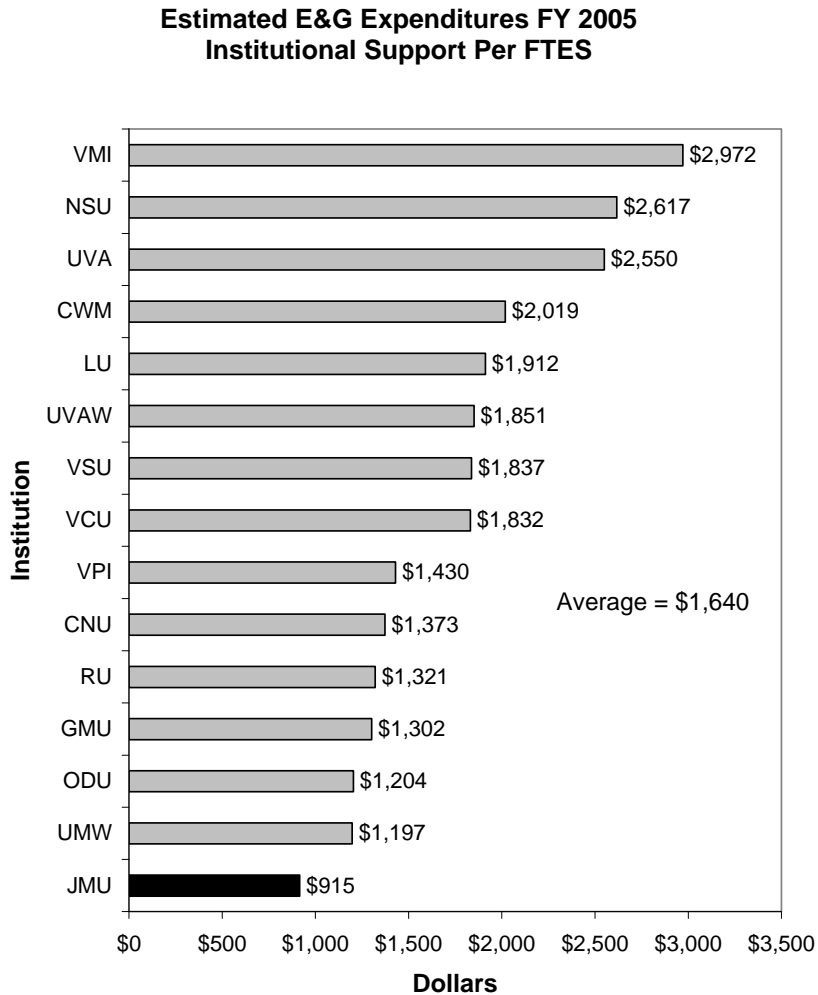
The graphic on the previous page shows JMU's commitment to instruction. JMU spends the highest percentage of its E&G expenditures on instruction in its peer group. The fact that JMU has such a high percentage of its expenditures devoted to instruction and one of the lowest percentages devoted to institutional 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 2004-05, JMU ranks first in percent of E&G expenditures spent on instruction and academic support (combined) and last in percent of E&G expenditures spent on institutional support.



* E&G estimates exclude 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.



Source: IPEDS Finance Reports And SCHEV

Of the Virginia institutions, JMU again ranks last at \$915 per FTES expended on institutional support in FY 2005. This figure is \$282 per student less than the next lowest institution (University of Mary Washington) and \$2,057 less than the highest (VMI). On a per student basis, JMU has for many years been administratively the leanest institution in the Commonwealth.

4.2 Faculty and Staff Salaries

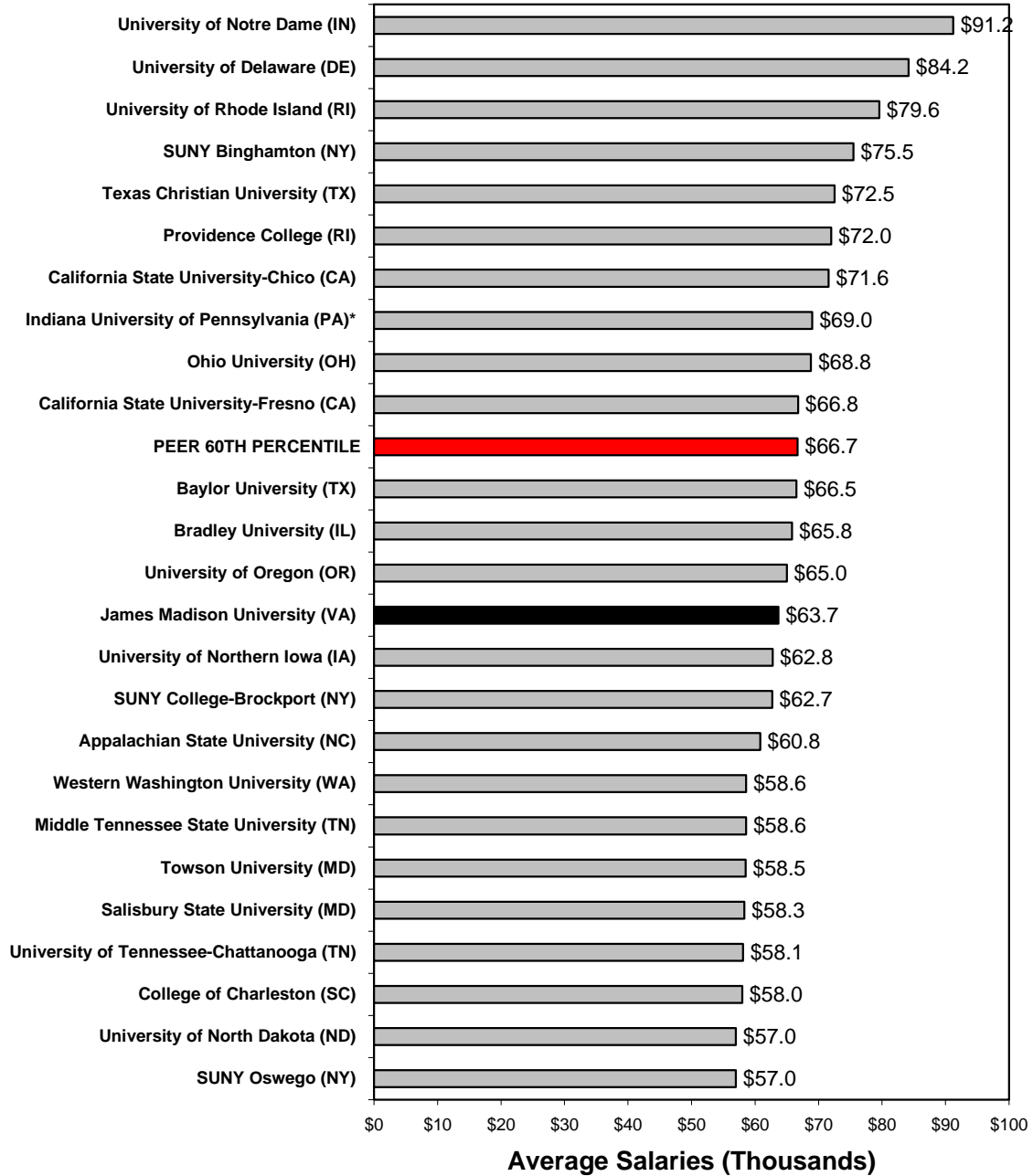
In the spring of 1997 JMU and the other Virginia publicly funded colleges and universities negotiated new peer institutions. These replaced the peer groups created with the State Council in 1986 as a benchmark in support of the public policy objective that all state colleges and universities offer competitive faculty salaries equal to the 60th percentile of a national group of its peer institutions. In the spring of 2007 JMU will again negotiate a new peer group. In 2005-06 JMU's current position was 14th out of 25 institutions, down from 12th in 2000-01. The 60th percentile faculty salary for 2005-06 was \$66,700, thereby putting JMU's appropriated average salary \$3,000 below the objective. Comparative information for 2006-07 will be available in Spring 2007.

As demonstrated by the data shown on page 34, the 1996-97 through 1999-2000 salary increases for faculty, administrators, and classified staff exceeded the CPI. In 2000-01 the CPI exceeded the average salary increases. In 2001-02 no faculty or staff received salary increases due to the budget impasse and the monthly cost of the family medical plan increased to \$218. In 2002-03 the family medical plan increased to \$240. In 2003-04 the Commonwealth instituted a new medical plan, COVA Care, which reduced the monthly premium to \$99. In 2004-05 the University funded salary increases for all faculty and staff in July (2.0% for all instructional faculty plus 1.0% for full professors; 1.0% for all administrators and classified staff). In December all eligible faculty received a 3.84 percent increase. The family medical premium increased to \$140. The 2005-06 and 2006-07 salary increases exceeded the CPI.

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. In 2001-02 no classified staff received raises. Classified staff received a 2.5 percent bonus in August 2002. A 3.00 percent raise for all classified staff occurred in December 2004 in addition to the 1.00 percent July bonus. In December 2005 instructional faculty received a 5.00 percent raise, and administrative and classified staff received a 4.00 percent raise. In December 2006 faculty received a 3.84 percent raise, administrators received a 3.29 percent raise, and classified staff received a 4.00 percent raise.

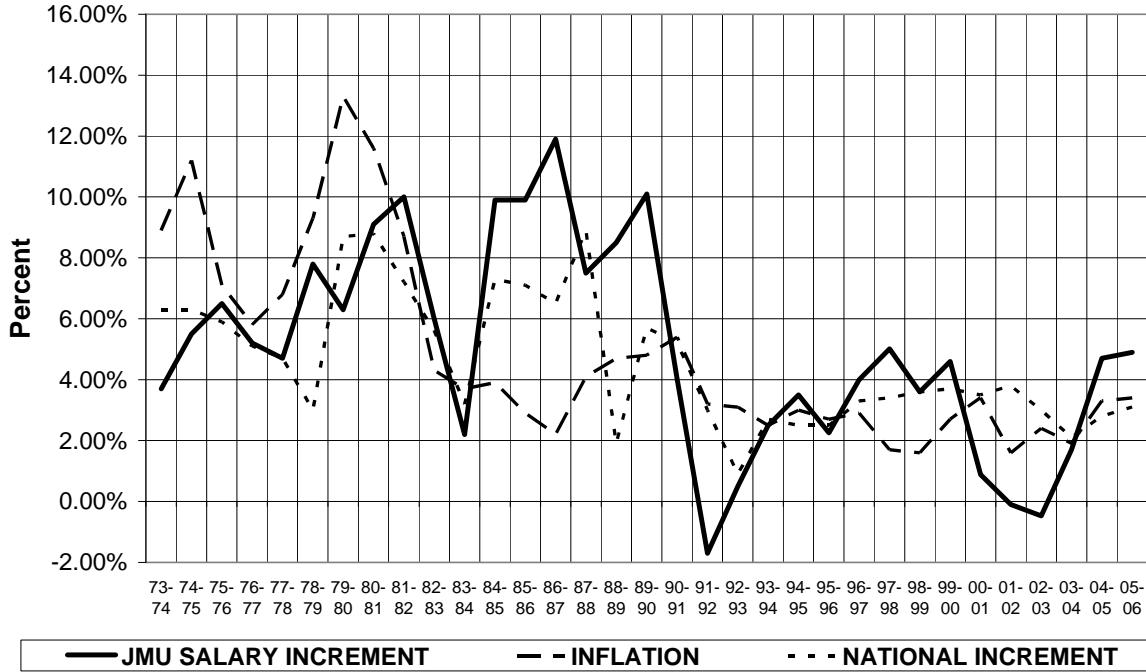
Between 1989-90 and 1999-00 the appropriated salary raises for faculty and classified staff slightly exceeded the CPI due to the higher raises and lower CPI in the last three years. Between 1989-90 and 1994-95, the monthly cost for family medical insurance increased by 67 percent from \$102 to \$170. The monthly cost of family medical plan insurance decreased to \$157 in 1995-96, but again increased to \$240 by 2001-02, a 66.7 percent increase since 1995-96. A new medical plan instituted by the Commonwealth decreased the monthly premium to \$113 for 2004-05, \$127 in 2005-06 and \$140 in 2006-07.

SCHEV Peer Group Average Faculty Salaries, 2005-06



60th Percentile Faculty Salary = \$66.7 (Thousands)

Inflation and JMU Faculty Salaries 1973-74 To 2005-06



Source: Institutional Research and AAUP

**Appropriated Salary Increases and Cost of Family Medical Coverage
1989-90 to 2006-07**

Year	CPI Increase (December To December) *	Appropriated Salary Increase			Monthly Cost of Family Medical Plan
		Instructional Faculty	Administrative Faculty	Classified Staff	
1989-90	4.6%	7.65%	5.90%	3.25%	102
1990-91	6.1%	2.36%	1.90%	3.00%	147
1991-92	3.1%	0.00%	0.00%	0.00%	159
1992-93	2.9%	2.00%	2.00%	2.00%	155
1993-94	2.7%	3.60%	3.60%	6.50%	170
1994-95	2.7%	3.40%	3.40%	3.57%	170
1995-96	2.5%	2.25%	2.25%	2.25%	157
1996-97	3.3%	4.00%	4.00%	4.35%	157
1997-98	1.7%	5.00%	4.00%	4.00%	157
1998-99	1.6%	6.10%	3.10%	3.67%	170
1999-00	2.7%	6.10%	4.00%	6.25%	185
2000-01	3.4%	3.00%	3.00%	3.25%	207
2001-02	1.6%	0.00%	0.00%	0.00%	218
2002-03	2.4%	¹ 2.50%	2.50%	2.50%	240
2003-04	1.9%	2.25%	2.25%	2.25%	99
2004-05 July ²		2.00% Instructional Faculty 1.00% Additional for Full Professors	1.00%	1.00% Bonus	
2004-05 December	3.3%	3.00%	3.00%	3.00%	113
2005-06	3.4%	5.00%	4.00%	4.00%	127
2006-07	2.5%	3.84%	3.29%	4.00%	140
Average	2.9%	3.62%	2.96%	3.27%	

Source: JMU Budget Office and Human Resources

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.

¹ In August 2002 all continuing faculty, staff, and administrators received a 2.50 percent bonus that was not added to the base salary.

² In July 2004 JMU funded raises for all employees. The Commonwealth also funded raises for all eligible employees beginning in December 2004.

* [Inflation Statistics](#) from Bureau of Labor Statistics.

[Health insurance figures](#) from Virginia Department of Human Resources Management. Medical plan is COVA Care (includes basic dental) for Family.