

OFFICE OF INSTITUTIONAL RESEARCH

A FACULTY IN TRANSITION:  
A 20-YEAR STUDY OF THE CHANGES IN JAMES MADISON  
UNIVERSITY'S INSTRUCTIONAL FACULTY

July 2006





# Table of Contents

Introduction .....	1
Research Questions .....	1
Methodology .....	1
Results .....	2
Demographics .....	2
Compensation .....	12
Faculty Resources .....	17
Summary .....	18



# A Faculty In Transition

## Introduction

James Madison University is a very dynamic institution. In the past 20 years JMU has experienced significant changes in many areas. The on-campus headcount increased from 9,757 in 1986 to 16,546 in 2005. Additional majors were added or expanded, including the development of the Integrated Science and Technology major in the College of Integrated Science and Technology, the expansion of the computer-related disciplines, and the development of the Media Arts and Design major. Additional faculty have been added to meet enrollment demands for the new or expanded majors.

The Office of Institutional Research (OIR) is responsible for collecting and reporting data on JMU's faculty to the state and federal government along with organizations such as American Association of University Professors (AAUP) and the College and University Professional Association (CUPA). In 1986 OIR created an electronic database of faculty to improve the analyses of faculty data and respond to various constituencies who need to know about our faculty. This database has become a very valuable warehouse of information about faculty.

University Planning & Analysis felt it was appropriate to review the changes in JMU's faculty to shed light on trends that could affect policy. It can help senior administrators to understand better the needs of JMU's faculty. This is the fourth report in this series and covers the period 1986 to Fall 2005.

## Research Questions

There are many questions that could be asked about the changes in JMU's faculty. Two primary research questions are addressed by this study

1. How have faculty demographics (percent tenured, percent with terminal degree, race/ethnicity, gender, etc.) changed since 1986?
2. How well have faculty salaries and compensation kept up with inflation?

## Methodology

The Office of Institutional Research has been reporting salary statistics to the Commonwealth of Virginia, the federal government, and selected outside organizations (AAUP, CUPA) since the 1970s. Beginning in 1986 these data have been stored in electronic databases. Five years ago staff in OIR combined all the databases. This 20-year old database of official JMU data is a valuable resource for analyzing the changes in JMU's faculty and determining trends. The data are kept in Microsoft Access<sup>®</sup> tables. Standard queries and reports were developed in Access<sup>®</sup> to analyze the data for this report. While it is recognized that many librarians are considered to be faculty and can obtain tenure, standard definitions of faculty for national data collections does not include them in the definition of faculty. Therefore, librarians are not included in this study.

## Results

### Demographics

There have been many meaningful changes in the demographics of JMU's instructional faculty since 1986. This section displays tables and graphs that highlight some of these changes. Tables 1 and 2 display information about the number of faculty and tenure status. Tables 3 and 4 display information about the number of faculty who have terminal degrees. Tables 5 and 6 display the changes in gender and ethnic distributions. Table 7 displays the changes in the number of 10- and 12-month faculty. Tables 8, 9, and 10 display information about the number of years of employment and average age of the faculty.

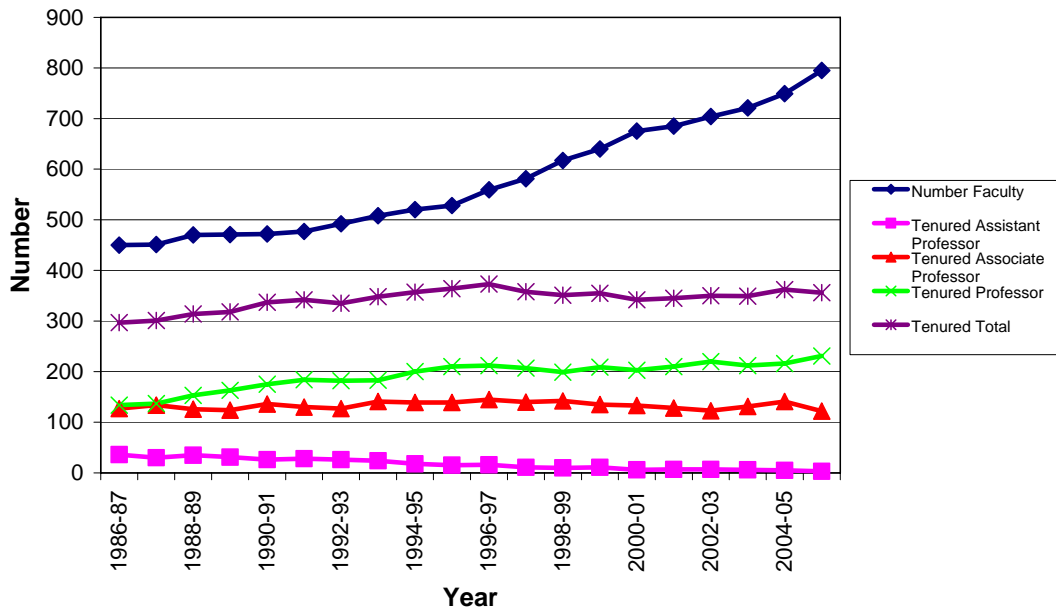
**Table 1**  
**Full-Time Instructional Faculty By Tenure Status And Per Student**

Year	Number Faculty	Tenured Assistant Professor	Tenured Associate Professor	Tenured Professor	Tenured Total	Percent Tenured	Regular Session FTES	FTE Students Per FTE Faculty
1986-87	450	36	127	134	297	66%	9,297	17.9
1987-88	451	30	134	137	301	67%	9,617	18.4
1988-89	470	35	126	153	314	67%	10,123	18.1
1989-90	471	31	124	163	318	68%	10,365	18.6
1990-91	472	26	136	175	337	71%	10,423	18.8
1991-92	477	28	130	184	342	72%	10,620	18.9
1992-93	492	26	127	182	335	68%	10,720	18.3
1993-94	508	24	141	183	348	69%	10,711	18.2
1994-95	520	18	139	200	357	69%	10,869	18.3
1995-96	528	15	139	210	364	69%	11,087	18.8
1996-97	559	16	145	212	373	67%	12,119	19.1
1997-98	581	11	140	207	358	62%	12,877	19.2
1998-99	617	10	142	199	351	57%	13,539	18.8
1999-00	640	11	135	209	355	55%	13,697	18.3
2000-01	675	6	133	203	342	51%	13,823	17.5
2001-02	685	7	128	210	345	50%	14,094	17.5
2002-03	704	7	123	220	350	50%	14,458	17.4
2003-04	721	6	131	212	349	48%	14,732	17.3
2004-05	749	5	141	216	362	48%	14,857	16.8
2005-06	795	3	122	231	356	45%	*15,519	16.6

\* Regular session FTES estimated from February 2006 revised enrollment projections

Table 1 shows that the number of faculty increased by 77 percent between 1986 and 2005. The number of full-time equivalent students (FTEs) increased by 67 percent and the number of FTE faculty per FTEs decreased. The fall 2005 student-to-faculty ratio is the smallest in 20 years. The percentage of faculty with tenure increased from 66 percent in 1986 to 72 percent in 1991. Since 1991 the percentage of faculty with tenure steadily decreased to 45 percent in 2005. As shown in Table 2, the percent of faculty tenured varies by college from a low of 33 percent in Education to a high of 52 percent in Business.

### Changes In Total Faculty And Tenured Faculty



**Table 2**  
**Number Of Full-Time Instructional Faculty And Tenure Status**  
**By College, Fall 2005**

College	Number Faculty	Number Tenured By Rank			Total	Percent Tenured
		Assistant Professor	Associate Professor	Professor		
Arts & Letters	219	0	35	60	95	43%
Business	118	1	27	33	61	52%
Education	46	1	4	10	15	33%
General Education	4	0	1	0	1	25%
Science & Mathematics	120	1	21	36	58	48%
Integrated Science & Technology	198	0	24	59	83	42%
Visual & Performing Arts	80	0	10	29	39	49%
Other	11	0	0	5	5	45%
<b>Total</b>	<b>795</b>	<b>3</b>	<b>122</b>	<b>231</b>	<b>356</b>	<b>45%</b>

**Table 3**  
**Number And Percentage Of Faculty Holding Terminal Degree**

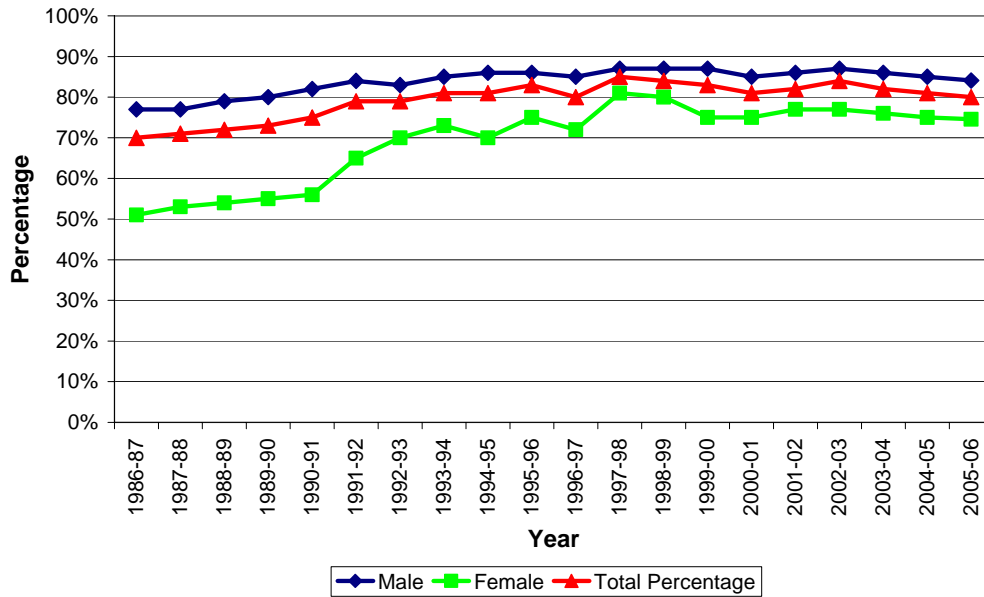
Year	Number of Faculty		Number With Terminal Degree		Percentage Terminal Degree		Total Percentage Holding Terminal Degree
	Male	Female	Male	Female	Male	Female	
1986-87	331	119	256	61	77%	51%	70%
1987-88	332	119	256	63	77%	53%	71%
1988-89	337	133	265	72	79%	54%	72%
1989-90	333	138	268	76	80%	55%	73%
1990-91	330	142	272	80	82%	56%	75%
1991-92	335	142	282	93	84%	65%	79%
1992-93	342	150	285	105	83%	70%	79%
1993-94	348	160	295	116	85%	73%	81%
1994-95	349	171	299	120	86%	70%	81%
1995-96	354	174	305	131	86%	75%	83%
1996-97	369	190	312	137	85%	72%	80%
1997-98	378	203	330	165	87%	81%	85%
1998-99	394	223	341	178	87%	80%	84%
1999-00	402	238	350	179	87%	75%	83%
2000-01	422	253	359	189	85%	75%	81%
2001-02	426	259	366	199	86%	77%	82%
2002-03	436	268	381	207	87%	77%	84%
2003-04	438	283	376	215	86%	76%	82%
2004-05	444	305	379	229	85%	75%	81%
2005-06	465	330	391	246	84%	75%	80%

**Table 4**  
**Number And Percentage Of Faculty Holding Terminal Degree**  
**By College, Fall 2005**

College	Number of Faculty		Number With Terminal Degree		Percentage Terminal Degree		Total Percentage Holding Terminal Degree
	Male	Female	Male	Female	Male	Female	
Arts & Letters	132	87	104	64	79%	74%	77%
Business	83	35	66	19	80%	54%	72%
Education	11	35	11	29	100%	83%	87%
General Education	1	3	1	1	100%	33%	50%
Science & Mathematics	78	42	74	32	95%	76%	88%
Integrated Science & Technology	107	91	94	69	88%	76%	82%
Visual & Performing Arts	50	30	38	26	76%	87%	80%
Other	4	7	4	6	100%	86%	91%
Total	465	330	391	246	84%	75%	80%

The percentage of faculty holding the terminal degree increased from 70 percent in 1986 to 80 percent in 2005. The year with the highest percentage of terminal-degreed instructional faculty was 1997 (85 percent). The percentage of faculty with the terminal degree varies from 88 percent in the Science & Mathematics to 72 percent in Business.

### Percentage Of Faculty With Terminal Degree By Gender



**Table 5**  
**Changes In Gender And Ethnic Origin, Instructional Faculty**

Fall	Faculty Total	Gender			Ethnicity (excluding non-resident aliens)						
		Male	Female	Percent Female	African-American	American Indian	Asian	Caucasian	Hispanic	Unknown	Percent Non-White
1986	459	338	121	26%	8		8	439	4		4%
1987	457	336	121	26%	8		9	436	4		5%
1988	477	342	135	28%	10		10	452	5		5%
1989	476	337	139	29%	11		9	451	5		5%
1990	476	333	143	30%	14		10	446	6		6%
1991	482	336	146	30%	16		10	450	6		7%
1992	495	341	154	31%	14	1	12	462	6		7%
1993	508	348	160	31%	16	1	17	467	7		8%
1994	520	349	171	33%	16	1	16	480	7		8%
1995	528	354	174	33%	19	1	15	483	8	2	8%
1996	559	369	190	34%	20	2	15	512	8	2	8%
1997	581	377	204	35%	25	1	17	528	8	2	9%
1998	617	394	223	36%	24	2	20	561	9	1	9%
1999	640	403	237	37%	30	3	22	576	9		10%
2000	675	422	253	37%	32	2	23	608	10		10%
2001	685	426	259	38%	30	2	22	621	10		9%
2002	704	436	268	38%	30	2	24	637	11		10%
2003	721	438	283	39%	27	2	20	642	14		9%
2004	749	444	305	41%	21	2	27	687	12		8%
2005	795	465	330	42%	25	1	21	702	12		8%

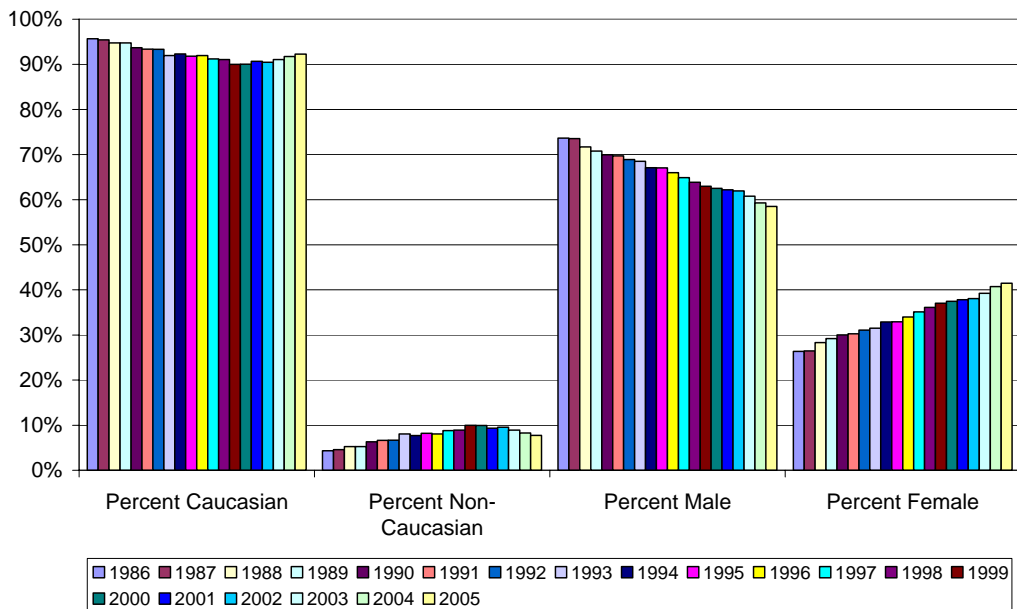
**Table 6  
Gender And Ethnic Origin, Instructional Faculty, Fall 2005**

College	Faculty Total	Male	Female	African-American	American Indian	Asian	Caucasian	Hispanic
Arts & Letters	219	132	87	5	0	6	191	6
Business	118	83	35	5	0	6	99	1
Education	46	11	35	2	0	1	41	1
General Education	4	1	3	0	0	0	4	0
Integrated Science & Technology	198	107	91	10	1	1	178	2
Science & Mathematics	120	78	42	1	0	4	104	2
Visual & Performing Arts	80	50	30	2	0	3	75	0
Other	10	3	7	0	0	0	10	0
<b>Total</b>	<b>795</b>	<b>465</b>	<b>330</b>	<b>25</b>	<b>1</b>	<b>21</b>	<b>702</b>	<b>12</b>

Arts & Letters	219	60%	40%	2%	0%	3%	92%	3%
Business	118	70%	30%	5%	0%	5%	89%	1%
Education & Psychology	46	24%	76%	4%	0%	2%	91%	2%
General Education	4	25%	75%	0%	0%	0%	100%	0%
Integrated Science & Technology	198	54%	46%	5%	1%	1%	93%	1%
Science & Mathematics	120	65%	35%	1%	0%	4%	94%	2%
Visual & Performing Arts	80	63%	38%	3%	0%	4%	94%	0%
Other	10	30%	70%	0%	0%	0%	100%	0%
<b>Total</b>	<b>795</b>	<b>58%</b>	<b>42%</b>	<b>3%</b>	<b>0%</b>	<b>3%</b>	<b>92%</b>	<b>2%</b>

**Changes In Gender And Ethnic Origin**



The JMU faculty is more diverse than in 1986. The percentage of non-Caucasian faculty increased from four percent in 1986 to 11 percent in 2003, but declined to eight percent in 2005. At the same time the percentage of female faculty increased from 26 to 42 percent.

In 1987 the months in which department heads were contractually employed increased from 10 to 12 months. In 1987 7.2 percent of all instructional faculty were employed 12 months. By 2005 this had changed to 9.9 percent.

**Table 7**  
**Changes In 10- And 12-Month Instructional Faculty**

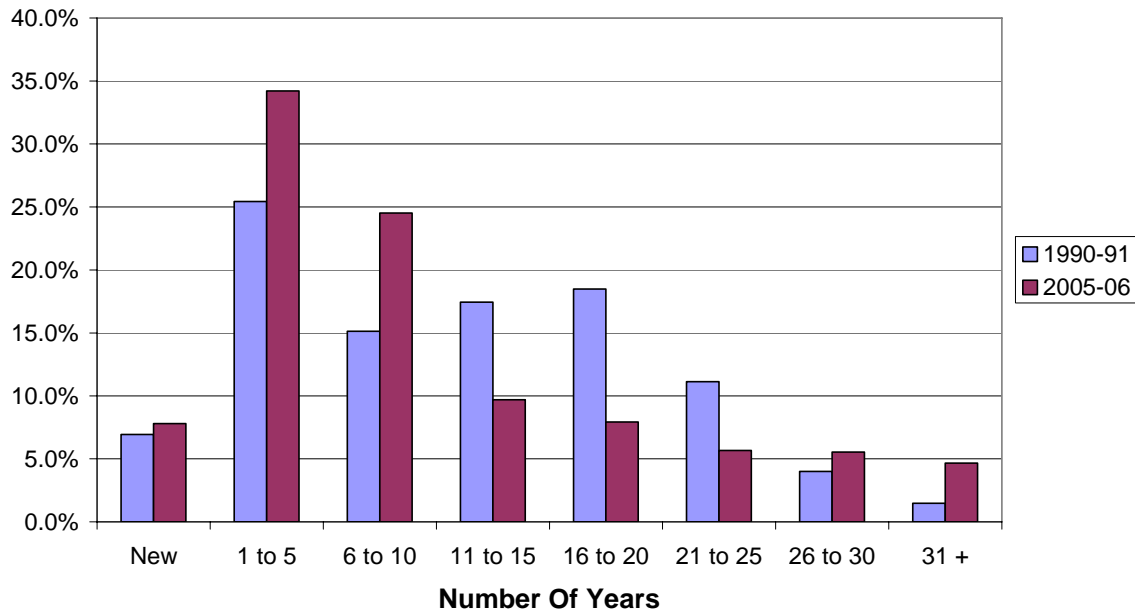
Fall	10-Month				12-Month			
	Professor	Associate Professor	Assistant Professor	Instructor /Lecturer	Professor	Associate Professor	Assistant Professor	Instructor /Lecturer
1986	137	149	126	38	0	1	0	2
1987	123	142	119	40	18	10	1	4
1988	132	137	130	39	26	7	2	4
1989	138	137	117	41	28	10	3	2
1990	150	140	110	35	27	11	2	1
1991	156	134	114	37	31	7	1	2
1992	151	130	132	42	32	5	2	2
1993	160	145	128	37	27	6	3	2
1994	172	146	129	31	30	8	1	3
1995	183	150	129	27	28	7	2	2
1996	186	163	136	35	27	8	2	2
1997	184	173	153	39	26	4	2	0
1998	180	184	178	46	23	3	3	0
1999	183	174	188	51	30	4	10	0
2000	180	177	218	56	28	6	9	1
2001	185	180	206	67	32	4	10	1
2002	194	173	218	67	34	8	10	0
2003	184	181	224	74	37	8	11	2
2004	178	185	232	85	42	6	17	4
2005	197	179	237	103	45	12	14	8

In the last several years an influx of new faculty resulted from many senior faculty retiring and an increase in new positions for enrollment growth. When compared with 1990-91, the profile of the faculty years in service at JMU has changed. In 1990 32 percent of the faculty had five years or less experience. The average number of years was 11.6 (median=11.0). In 2005 42.0 percent had five years or less experience and averaged 10.0 (median=7.0) years. Fifty-three percent of the faculty is new since President Rose became JMU's President in 1998. As shown in Table 10, however, the average age of the faculty has changed very little since 1990.

**Table 8  
Years Employed At JMU**

Years Employed	1990-91	Percent Of Total	2005-06	Percent Of Total
New	33	6.9%	62	7.8%
1-5	121	25.4%	272	34.2%
6-10	72	15.1%	195	24.5%
11-15	83	17.4%	77	9.7%
16-20	88	18.5%	63	7.9%
21-25	53	11.1%	45	5.7%
26-30	19	4.0%	44	5.5%
31+	7	1.5%	37	4.7%
Average Years	11.6		10.0	
Median Years	11.0		7.0	
Average Age	46.6		47.2	
Median Age	44.0		48.0	
Total	476		795	

**Changes In The Percentage Of Faculty At JMU  
1990-91 To 2005-06**



**Table 9**  
**Years Employed At JMU And Average Age**  
**By College, Fall 2005**

Years Employed	Arts & Letters	Business	Education	General Education	Integrated Science and Technology	Science & Math	Visual & Performing Arts	Other	Grand Total
New	24	9	6	1	10	8	3	1	62
1-5	76	31	19	1	65	42	33	5	272
6-10	46	27	11	1	67	27	13	3	195
11-15	17	12	5	0	29	8	6	0	77
16-20	16	17	0	1	11	9	7	2	63
21-25	14	12	0	0	6	7	6	0	45
26-30	9	10	5	0	7	9	4	0	44
31+	18	0	0	0	3	9	7	0	37
Total	220	118	46	4	198	119	79	11	795
Average Years	10.3	11.3	7.6	8.0	8.6	10.9	11.3	6.1	10.0
Median Years	7.0	8.0	5.0	*	7.0	7.0	6.5	*	7.0
Average Age	46.2	48.6	47.3	46.3	48.6	46.2	46.6	43.5	47.2
Median Age	45.0	49.0	48.0	*	50.0	44.0	45.0	*	48.0
Percent 5 Years or Less	45.5	33.9	54.3	50.0	37.9	42.0	45.6	54.5	42.0

\* Insufficient numbers to calculate meaningful statistics.

Table 9 compares the average and median years at JMU and average and median ages for the fall 2005 colleges. The faculty has less JMU history than 15 years ago. The median number of years at JMU varies from 5 in the College of Education to 8 in the Colleges of Business. The median years at JMU for all faculty decreased from 11 in 1990 to 7 in 2005. The average age varies from 48.6 years in the colleges of Integrated Science & Technology and Business to 46.2 in the colleges of Arts & Letters and Science & Math. The median age of the faculty (both new and continuing) increased from 44 years in 1990 to 48 in 2005. The chart on page 8 displays the changes in the distribution of JMU experience between 1990 and 2005. In 1990 5.5 percent of the faculty had 26 or more years of experience at JMU compared to 10.2 in 2005.

**Table 10**  
**Average And Median Age And Years Of Service**

Year	Headcount	Average JMU Years	Median JMU Years	Average Age	Median Age	Average Age Of New Faculty
1986-87	459	9.9	10	44.4	44	38.0
1987-88	457	10.5	10	44.9	44	35.3
1988-89	477	10.6	10	45.3	45	37.0
1989-90	476	11.2	11	45.7	45	34.8
1990-91	476	11.6	11	46.5	44	39.8
1991-92	482	12.0	12	46.8	47	35.7
1992-93	495	11.1	10	46.3	46	38.3
1993-94	508	11.5	10	46.7	46	38.5
1994-95	520	12.0	10	47.2	47	38.4
1995-96	528	12.1	11	47.5	48	37.7
1996-97	559	11.8	10	47.5	48	38.7
1997-98	581	11.2	9	47.3	48	38.4
1998-99	617	10.3	7	46.9	47	39.4
1999-00	640	10.4	7	47.2	48	38.7
2000-01	675	9.9	6	46.8	48	37.7
2001-02	685	10.1	6	47.2	48	39.1
2002-03	704	10.3	6	47.7	48	37.1
2003-04	721	10.2	6	47.5	48	38.3
2004-05	749	9.9	7	47.1	48	38.0
2005-06	795	10.0	7	47.2	48	38.5

Each year JMU hires many new faculty to replace retiring faculty and to accommodate additional students. How long do these faculty tend to remain at JMU? Table 11 displays the number of new tenure-track assistant professors hired since 1986. Between 1986 and 1998, 57 percent of those hired were employed seven years later. It appears that between the second and third years that the highest percentage of tenure-track faculty leave JMU. Once a faculty member has earned tenure, he/she tends to remain at JMU. For example, of the 56 faculty hired between 1986 and 1993 that were employed after seven years, 54 (96 percent) were employed after 12 years at JMU.

**Table 11**  
**Retention Of New Tenure Track Assistant Professors**

<b>Fall</b>	<b>Begin</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>4 Years</b>	<b>5 Years</b>	<b>6 Years</b>	<b>7 Years</b>	<b>Percent Retained 7 Years</b>
1986	13	12	11	10	10	9	8	8	62%
1987	8	8	8	7	6	5	5	3	38%
1988	13	13	11	10	10	10	10	8	62%
1989	7	7	7	6	6	6	6	6	86%
1990	12	12	12	12	12	11	10	9	75%
1991	11	10	10	8	7	7	7	5	45%
1992	17	16	14	12	12	11	11	11	65%
1993	13	13	11	10	12	11	8	6	46%
1994	12	12	9	9	8	8	7	7	58%
1995	16	15	14	10	9	8	7	6	38%
1996	6	5	5	5	5	4	4	4	67%
1997	15	12	10	10	10	9	9	9	60%
1998	19	18	18	14	12	12	11	11	58%
1999	17	17	13	12	11	9	8		
2000	35	32	30	25	26	24			
2001	26	25	24	22	22				
2002	24	24	22	18					
2003	23	22	21						
2004	40	37							
2005	29								
<b>Percent Retained</b>	<b>356</b>	<b>95%</b>	<b>87%</b>	<b>76%</b>	<b>74%</b>	<b>67%</b>	<b>62%</b>	<b>57%</b>	

How qualified are the new faculty? One measure of faculty qualifications is the percentage that hold a terminal degree in their field. Table 12 displays the number of new faculty and percentage with a terminal degree by rank. A small percentage of instructors have a terminal degree. Seventy-seven percent of new assistant professors held a terminal degree when hired while 93 percent of new professors and 92 percent of associate professors held the terminal degree. The overall percentage of new faculty with a terminal degree varied from a low of 38 percent in 1991 to a high of 81 percent in 2003.

**Table 12  
New Instructional Faculty Holding Terminal Degree**

Fall	Instructor		Assistant		Associate		Professor		All Ranks	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent	Total	Percent
1986	18	6%	22	68%	7	100%	4	100%	51	53%
1987	10	0%	17	82%	3	100%	1	100%	31	58%
1988	17	0%	22	73%	5	80%	2	100%	46	48%
1989	10	0%	13	85%	2	100%	2	100%	27	56%
1990	9	0%	17	53%	3	100%	4	100%	33	48%
1991	17	6%	14	79%	1	0%	0	0%	32	38%
1992	23	17%	38	76%	3	100%	4	100%	68	59%
1993	10	10%	20	80%	7	100%	4	100%	41	68%
1994	8	25%	24	75%	3	100%	3	100%	38	68%
1995	16	19%	37	86%	6	100%	3	100%	62	71%
1996	15	20%	34	79%	10	90%	1	0%	60	65%
1997	13	23%	44	91%	12	83%	3	33%	72	75%
1998	13	23%	62	84%	10	90%	4	100%	89	76%
1999	6	0%	42	71%	7	86%	3	100%	58	67%
2000	10	10%	57	63%	13	92%	1	100%	81	62%
2001	12	27%	36	69%	11	100%	2	100%	61	68%
2002	7	29%	41	83%	1	100%	1	100%	50	76%
2003	9	44%	51	84%	2	100%	1	100%	63	81%
2004	17	35%	54	79%	5	100%	5	100%	81	74%
2005	14	7%	42	88%	0	0%	6	100%	62	71%
All Years	254	14%	687	77%	111	92%	54	93%	1,106	65%

## Compensation

The tables and graphs in this section focus on how faculty have been compensated since 1986. Table 13 displays the average salary by rank by year as reported to the American Association of University Professors (AAUP). Table 14 displays total compensation (salary + benefits) since 1986. Table 15 shows the percent increases for continuing faculty. Continuing assistant professors had greater percentage salary increases than professors and associate professors in all but three years since 1986. Although professors have the highest average salary and compensation, their overall percentage increases tended to be smaller than associate or assistant professors.

**Table 13  
Average Salary By Rank**

Year	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks	Percent Change
1986-87	39,389	33,818	29,341	21,555	33,225	--
1987-88	42,499	36,420	31,052	23,547	35,647	7.3%
1988-89	46,235	39,246	33,435	25,607	38,724	8.6%
1989-90	50,261	42,935	36,917	27,943	42,618	10.1%
1990-91	51,698	44,177	37,768	29,398	44,329	4.0%
1991-92	50,829	43,791	36,596	28,603	43,576	-1.7%
1992-93	50,958	43,650	35,296	29,113	42,800	-1.8%
1993-94	52,135	44,674	36,558	28,506	44,086	3.0%
1994-95	55,254	47,439	39,017	30,866	47,286	7.3%
1995-96	56,991	48,235	40,415	31,180	48,857	3.3%
1996-97	59,158	49,899	40,711	32,069	49,979	2.3%
1997-98	62,312	53,371	43,038	33,604	52,519	5.1%
1998-99	66,342	55,943	44,418	34,622	54,394	3.6%
1999-00	70,206	58,818	46,009	36,407	56,859	4.5%
2000-01	72,223	59,695	46,518	39,359	57,407	1.0%
2001-02	72,325	59,153	46,376	39,531	57,349	-0.1%
2002-03	71,690	58,312	46,620	39,601	57,077	-0.5%
2003-04	73,066	59,758	47,852	41,483	58,030	1.7%
2004-05	77,648	62,798	50,559	42,936	60,731	4.7%
2005-06	80,204	66,051	53,561	44,301	63,684	4.9%

**Table 14  
Total Compensation By Rank**

Year	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks	Percent Change	Benefits As Percent Of Salary
1986-87	49,019	42,281	36,874	27,428	41,564	--	25.1
1987-88	52,772	45,464	38,999	29,924	44,525	7.1%	24.9
1988-89	57,153	48,790	41,802	32,355	48,146	8.1%	24.3
1989-90	62,410	53,820	46,581	35,746	53,358	10.8%	25.2
1990-91	65,579	56,530	48,729	38,503	56,677	6.2%	27.9
1991-92	63,107	54,723	45,909	36,747	54,418	-4.0%	24.9
1992-93	62,784	54,367	44,698	37,443	53,359	-1.9%	24.7
1993-94	64,594	55,995	46,615	37,108	55,291	3.6%	25.4
1994-95	68,010	59,039	49,295	39,675	58,822	6.4%	24.4
1995-96	70,286	60,351	49,902	39,982	60,974	3.7%	24.8
1996-97	72,818	62,219	51,343	41,139	62,178	2.0%	24.4
1997-98	77,058	66,706	54,563	43,357	65,641	5.6%	25.0
1998-99	82,737	70,425	56,646	44,959	68,535	4.4%	26.0
1999-00	88,083	74,515	59,096	47,557	72,113	5.2%	26.8
2000-01	91,232	76,248	60,248	51,548	73,399	1.8%	27.9
2001-02	91,288	75,730	60,337	51,985	73,447	0.7%	28.1
2002-03	88,978	74,325	60,802	52,242	72,589	-1.7%	27.2
2003-04	93,048	77,559	63,350	55,542	75,355	3.8%	29.9
2004-05	99,966	82,550	67,825	58,452	79,907	6.0%	31.6
2005-06	104,833	87,061	72,017	60,692	84,039	5.2%	32.0

**Table 15  
Percent Salary Increases For Continuing<sup>1</sup> Faculty**

<b>Fall</b>	<b>Professor</b>	<b>Associate Professor</b>	<b>Assistant Professor</b>	<b>Instructor</b>	<b>Total</b>
1986-87	11.74	11.81	11.95	10.32	11.75
1987-88	7.10	8.60	9.40	9.70	8.30
1988-89	9.80	10.20	11.80	12.60	10.40
1989-90	9.01	10.02	11.59	14.54	10.18
1990-91	3.21	3.78	4.49	3.84	3.69
1991-92	0.54	1.47	0.81	1.69	0.94
1992-93	0.57	0.38	0.31	0.33	0.46
1993-94	2.30	3.00	3.03	3.52	2.72
1994-95	3.35	3.95	4.59	5.06	3.85
1995-96	2.88	3.98	4.80	9.28	3.76
1996-97	4.15	4.62	5.49	5.28	4.59
1997-98	5.89	7.23	7.59	7.06	6.69
1998-99	6.05	6.75	7.51	8.35	6.65
1999-00	5.63	6.73	7.38	7.21	6.43
2000-01	2.24	3.64	4.32	5.27	3.29
2001-02	0.60	1.11	1.55	0.79	0.99
2002-03	0.30	0.18	0.52	1.09	0.36
2003-04	2.31	4.10	5.35	6.44	3.87
2004-05	7.49	7.30	7.36	5.71	7.27
2005-06	5.44	7.97	8.25	5.48	6.88

---

<sup>1</sup> Faculty who were employed the previous year. Faculty who were promoted were analyzed as if they were in the previous rank. For example, an associate professor who was promoted to professor was analyzed as an associate professor with the new salary.

## Continuing Faculty Salary Increases By Rank

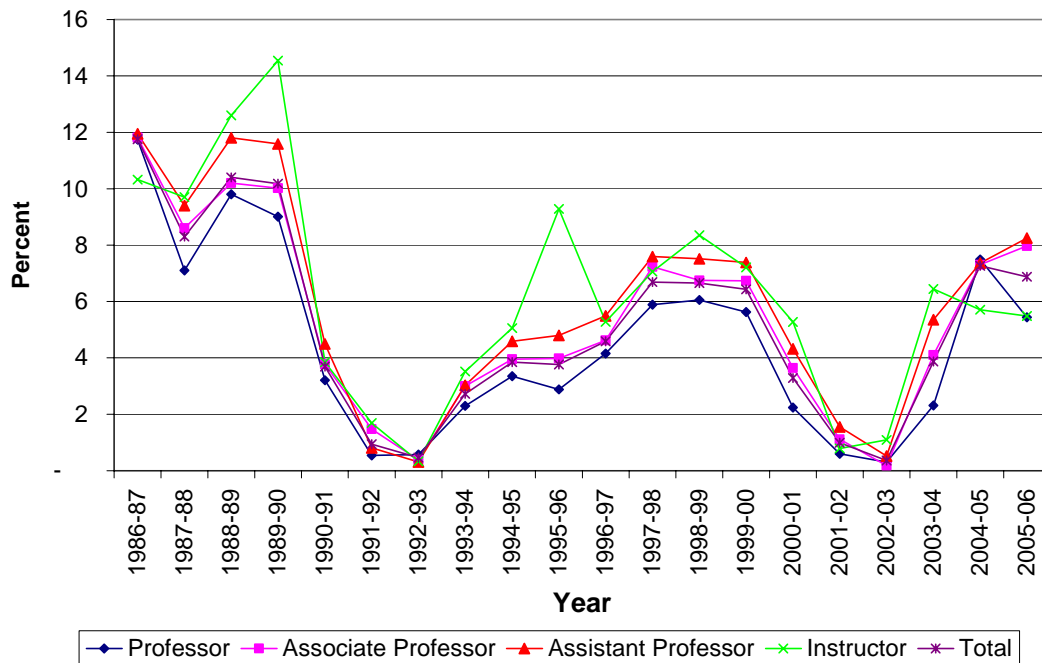


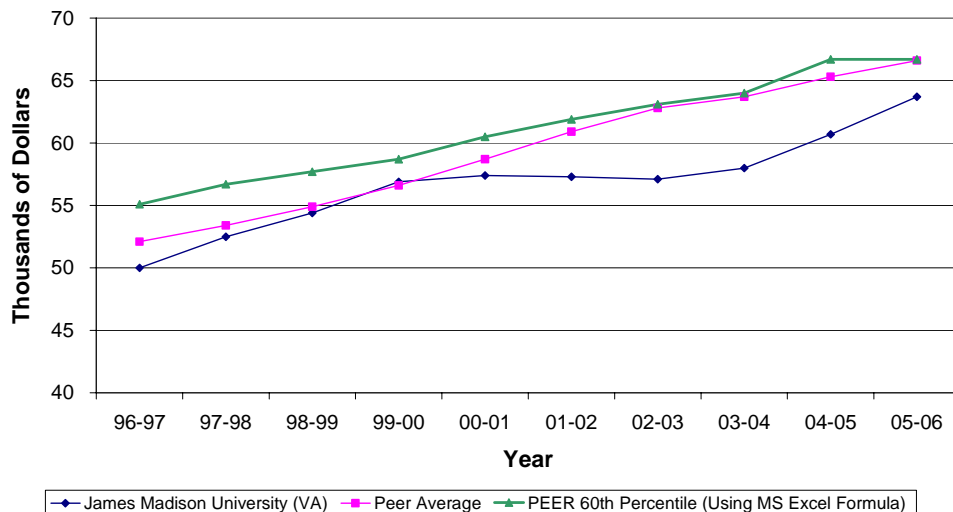
Table 16 shows how JMU compares with its faculty salary peers. The stated goal of the Commonwealth is that each institution's average salary, as reported to AAUP, would be at the 60<sup>th</sup> percentile. That goal has not been reached in the last 10 years.

**Table 16**  
**Summary Of AAUP Faculty Salary Data As Published In Academe**  
**1996-97 To 2005-06**  
**(In Thousands Of Dollars)**

Institution	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	Pct Chg
1. University of Notre Dame (IN)	71.3	74.1	77.8	79.7	83.9	87.2	89.4	92.5	94.7	91.2	28%
2. University of Delaware (DE)	63.7	66.6	69.3	71.1	72.9	75.1	76.9	79.4	81.8	84.2	32%
3. University of Rhode Island (RI)	59.4	61.2	63.2	65.9	67.7	70.5	74.5	74.6	73.7	79.6	34%
4. SUNY Binghamton (NY)	58.4	57.5	59.6	60.4	65.3	68.0	70.4	71.3	74.1	75.5	29%
5. Texas Christian University (TX)	56.1	57.7	59.6	61.1	63.6	66.2	67.6	69.0	70.2	72.5	29%
6. Providence College (RI)	56.0	57.3	58.0	59.4	61.5	63.6	66.2	68.2	70.0	72.0	29%
7. California State University-Chico (CA)	60.5	62.2	60.9	64.3	64.9	67.1	70.1	70.4	70.2	71.6	18%
8. Indiana University of Pennsylvania (PA)	58.4	60.4	60.9	61.8	63.6	66.7	68.3	69.5	71.0	69.0	18%
9. Ohio University (OH)	56.1	57.6	58.0	58.8	60.7	62.0	63.3	63.7	68.1	68.8	23%
10. California State University-Fresno (CA)	60.0	61.1	60.5	63.8	64.2	65.9	67.6	67.7	67.2	66.8	11%

Institution	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	Pct Chg
11. Baylor University (TX)	51.3	54.4	56.7	58.1	59.7	61.3	62.5	64.1	64.8	66.5	30%
12. Bradley University (IL)	47.5	48.5	50.9	51.9	54.0	58.7	61.4	62.8	63.9	65.8	39%
13. University of Oregon (OR)	47.2	49.2	52.5	53.4	56.9	57.6	59.8	61.0	61.7	65.0	38%
<b>14. James Madison University (VA)</b>	<b>50.0</b>	<b>52.5</b>	<b>54.4</b>	<b>56.9</b>	<b>57.4</b>	<b>57.3</b>	<b>57.1</b>	<b>58.0</b>	<b>60.7</b>	<b>63.7</b>	<b>27%</b>
15. University of Northern Iowa (IA)	49.2	50.4	52.2	52.2	53.4	55.9	58.5	60.7	62.9	62.8	28%
16. SUNY College-Brockport (NY)	49.9	49.4	51.4	52.7	55.1	56.5	59.2	58.9	61.0	62.7	26%
17. Appalachian State University (NC)	47.9	49.7	50.6	52.7	54.4	55.9	58.0	57.9	59.8	60.8	27%
18. Middle Tennessee State University (TN)	44.0	45.8	45.8	48.1	50.1	53.2	53.6	55.6	56.6	58.6	33%
19. Western Washington University (WA)	46.8	47.7	48.6	50.4	53.0	55.3	55.8	55.6	56.6	58.6	25%
20. Towson University (MD)	47.9	49.5	51.3	51.3	53.1	56.1	57.1	55.4	57.4	58.5	22%
21. Salisbury University (MD)	43.5	44.6	47.1	49.9	52.3	54.2	55.6	55.7	56.5	58.3	34%
22. University of Tennessee-Chattanooga (TN)	46.8	46.1	47.5	48.4	50.5	52.4	54.0	55.8	57.4	58.1	24%
23. College of Charleston (SC)	42.4	43.8	44.5	47.4	49.5	50.5	51.6	52.6	55.1	58.0	37%
24. University of North Dakota (ND)	39.7	41.8	43.3	44.8	46.4	49.2	51.8	53.5	56.0	57.0	44%
25. SUNY Oswego (NY)	45.2	45.9	47.8	49.6	52.0	51.8	54.8	53.6	55.8	57.0	26%
26. Peer Average	52.1	53.4	54.9	56.6	58.7	60.9	62.8	63.7	65.3	66.6	28%
27. PEER 60th Percentile (Using MS Excel Formula)	55.1	56.7	57.7	58.7	60.5	61.9	63.1	64.0	66.7	66.7	21%
28. JMU Difference From 60th Percentile (In Thousands)	(5.1)	(4.2)	(3.3)	(1.8)	(3.1)	(4.6)	(6.0)	(6.0)	(6.0)	(3.0)	

**Comparison Of Peer Group Salaries  
JMU, Average, and 60th Percentile  
1996-97 To 2005-06**



## Faculty Resources

Table 17 displays four measures of faculty resources and use. Each measure is described and analyzed below.

- The “Student-To-Faculty Ratio” is calculated by dividing the full-time equivalent students (15 credits per undergraduate and 12 per graduate student) by the full-time equivalent faculty (FTEF). This is not a measure of average class size. Since 1991 the ratio has varied from a high of 19.2 in 1997 to the low of 16.6 in 2005.
- The “Total Student Credit Hours Per Full-Time Equivalent Faculty” figures represent the total number of credit hours taught divided by the total FTE faculty. This number has varied from a high of 284.8 in 1997 to a low of 247.1 in 2005.
- The “Percent of Total Fall Credit Hours Taught By Full-Time Faculty” seeks to explore the distribution of total effort between full-time and part-time faculty. The percent ranged from a high of 80.9 in 2004 to 77.1 in 1993.
- The “Percent Of Lower Division Student Course Enrollments Taught By Full-Time Faculty” figures are calculated for SCHEV’s Reports of Institutional Effectiveness.” SCHEV is concerned about how the public institutions in Virginia use their faculty to instruct freshmen and sophomores. The analyses are calculated by section and subsection. Individualized instruction is not included. Section is defined as an organized course offered for credit and not a subsection such as a laboratory or discussion session. Sections also include mass sections. For example, a Biology 130 lecture is typically taught by one faculty member, but is listed in the schedule of classes as four sections to assign students to labs. The section analysis combines the lab sections, counting them as one lecture section. So, the same Biology 130 course has four subsections. The percent for sections ranged from 76.4 to 64.3 (2004). The percent for subsections ranged from 82.9 percent to 65.4 (2005).

The Division of Academic Affairs analyses faculty resource use by department and college. Questions about the relative distribution of resources and use should be directed to Academic Affairs.

**Table 17**  
**Measures Of Faculty Resources And Use**  
**Fall 1991 To Fall 2005**

Fall	Student-To-Faculty Ratio <sup>2</sup>	Total Student Credit Hours Per Full-Time Equivalent Faculty	Percent Of Total Fall Credit Hours Taught By Full-Time Faculty	Percent Of Lower Division Student Course Enrollments Taught By Full-Time Faculty	Regular Session (Fall + Spring) FTE Students
1991	18.9 : 1	281.2	78.5%	Section / Subsection	10,620
1992	18.3 : 1	271.6	79.5%	NA	10,720
1993	18.2 : 1	270.2	77.7%	NA	10,711
1994	18.3 : 1	271.5	77.1%	NA	10,869
1995	18.8 : 1	279.0	79.6%	NA	11,087
1996	19.1 : 1	283.7	79.5%	75.9% / 82.9%	12,119
1997	19.2 : 1	284.8	78.2%	74.3% / 77.5%	12,877
1998	18.8 : 1	279.8	79.6%	76.4% / 75.3%	13,539
1999	18.3 : 1	272.0	79.8%	75.7% / 75.2%	13,697
2000	17.5 : 1	260.3	78.6%	73.7% / 75.2%	13,823
2001	17.5 : 1	263.3	80.1%	75.8% / 70.9%	14,094
2002	17.4 : 1	257.7	80.7%	71.0% / 82.4%	14,496
2003	17.3 : 1	258.3	79.9%	73.0% / 70.8%	14,732
2004	16.8 : 1	250.6	80.9%	64.3% / 65.9%	14,857
2005	16.6 : 1	247.1	80.0%	71.1% / 65.4%	* 15,519

\* Estimated October 2005

## Summary

This study of instructional faculty was designed to explore the ways the JMU faculty have changed since 1986 and provide useful information to the university community. As a result of these analyses, several important trends have emerged.

- The number of full-time faculty has grown at a higher rate than increases in students. The percentage of faculty with tenure has decreased significantly in the last six years to 45 percent. Since 1997-98 the number of FTE students per full-time faculty has decreased by more than 2.6.
- The percentage of faculty holding the terminal degree increased from 70 percent in 1986 to 80 percent in 2005, but is down from 84 percent in 2002.

<sup>2</sup> Beginning with Fall 1996, Student-To-Faculty Ratios are calculated by the methodology of prior years and will vary slightly from the annual statistical summaries published by the Office of Institutional Research. The revised methodology was adopted by Academic Council to satisfy SCHEV definitions.

- The JMU faculty is more diverse than in 1986. Non-Caucasian faculty increased from four percent in 1986 to eight percent in 2005. However, the rate has been as high as 10 percent in 2002. Women now constitute 42 percent of faculty, up from 26 percent in 1986.
- The JMU faculty is more likely to have come to JMU in the last five years. Almost half (42 percent) of faculty has five years or less experience at JMU. This compares with 32 percent in 1990. The average mean years of JMU experience declined from 11 in 1990 to 7 in 2005.
- Fifty-seven percent of new tenure-track assistant professors are still employed by JMU after seven years. Of the 56 faculty hired between 1986 and 1993 that were still employed after seven years, 54 were also employed after 12 years at JMU.
- Annual changes in the average JMU faculty salary since 1986-87 ranged from 10.1 percent in 1989-90 to -1.8 percent in 1992-93. Annual changes in total compensation (salary + fringe benefits) ranged from 10.8 percent in 1989-90 to -4.0 percent in 1991-92. In 2004-05 and 2005-06 total compensation increased 6.0% and 5.2%, respectively. In 2005-06 benefits accounted for 32.0 percent of total compensation, up from 27.2 percent in 2002-03. This reflects increasing medical costs borne by the Commonwealth.
- JMU's average faculty salary has increased by 27 percent since 1996-97, compared with 28 percent for its peers. The average salary is now \$3,000 below the stated 60<sup>th</sup> percentile goal.
- The most recent student-to-faculty ratio, 16.6:1 is the lowest in the last ten years, down from 19.2:1 in 1997.

OIR will continue to update this report annually to provide an ongoing summary of changes in JMU's faculty. Questions about this study can be directed to the JMU Office of Institutional Research at (540) 568-6830 or [ASK\\_OIR@JMU.EDU](mailto:ASK_OIR@JMU.EDU).