

A FACULTY IN TRANSITION, 1986 TO 2011

In the past 26 years JMU has experienced significant changes in many areas. The on-campus headcount increased from 9,757 in 1986 to 18,996 in 2011. Additional majors were added or expanded, including the development of the ISAT major in the College of Integrated Science and Technology, the development of the Engineering Degree, the expansion of computer-related, STEM and health sciences disciplines, and the development of graduate programs. 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 governments 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.

Below are some of the most important changes in faculty since 1986. A full report is on OIR's Web site.

- ❑ The number of full-time faculty has grown at a higher rate than increases in students. The percentage of faculty with tenure decreased from 66 percent in 1986-87 to 52 percent in 2011-12. The college with the highest percent of tenured faculty is Visual and Performing Arts. Since 1986-87 the number of FTE students per full-time faculty decreased by 1.9.
- ❑ The percentage of faculty holding the terminal degree increased from 70 percent in 1986 to 79 percent in 2011 but is down from the high of 84 percent in 2002. The percentage of female faculty with a terminal degree increased from 51 percent in 1986 to 74 percent in 2011.
- ❑ The JMU faculty is more likely to have come to JMU in the last five years. Thirty-five percent of faculty has five years or less experience at JMU. This compares with 32 percent in 1990. The median years of JMU experience declined from 11 in 1990 to nine in 2011. Faculty with 26 or more years of experience increased from six percent in 1990 to eight percent in 2011. Seventy percent of JMU faculty began their employment during the Rose presidency (1998 to present), while four percent were hired during the Miller presidency.
- ❑ Fifty-nine percent of new tenure-track assistant professors are still employed by JMU after seven years. Although the percentage has varied from year to year, no discernible trends in faculty retention have been observed for this type of faculty.
- ❑ Annual percentage 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 percentage changes in total compensation (salary + fringe benefits) ranged from 10.8 percent in 1989-90 to -4.0 percent in 1991-92. In 2011-12, total compensation decreased by 0.1 percent. In 2011-12, benefits accounted for 31.9 percent of total compensation, up from 25.1 percent in 1986-87, but down from the high of 34.8 percent in 2008-09. This change primarily reflects increasing medical costs borne by the Commonwealth.
- ❑ JMU's faculty salary peer group was revised in 2007. The peer group consists of 10 private institutions and 15 public. All of the institutions have an undergraduate profile, as categorized by the Carnegie Foundation, as either "More Selective" or "Selective." The average salary of the peer group in 2010-11 was approximately \$78,500 and the 60th percentile was approximately \$82,400. The 60th

percentile is approximately \$14,600 higher than JMU's current average. It would cost more than \$13.5 million to raise the average JMU salary to the 60th percentile.

- The most recent student-to-faculty ratio, 16.1:1, remains among the lowest in the last 18 years (16.0 in 2009-10), down from 19.2:1 in 1997. The percentage of total fall credit hours taught by full-time faculty was approximately 78 percent.

Questions about this Research Note or the full study can be directed to JMU's Office of Institutional Research at ask-oir@jmu.edu or (540)568-6830.

Table 1
Faculty Demographics, 1986 To 2011

Fall	Faculty Total	Percent Terminal Degree	Percent Tenured	Average Years at JMU	Average Age	Male	Female	Percent Female	African-American	American Indian	Asian	Caucasian	Hispanic	Multi-Race	Unknown/Unreported
1986	459	70%	66%	9.9	44.4	338	121	26%	8		8	439	4		
1987	457	71%	67%	10.5	44.9	336	121	26%	8		9	436	4		
1988	477	72%	67%	10.6	45.3	342	135	28%	10		10	452	5		
1989	476	73%	68%	11.2	45.7	337	139	29%	11		9	451	5		
1990	476	75%	71%	11.6	46.5	333	143	30%	14		10	446	6		
1991	482	79%	72%	12.0	46.8	336	146	30%	16		10	450	6		
1992	495	79%	68%	11.1	46.3	341	154	31%	14	1	12	462	6		
1993	508	81%	69%	11.5	46.7	348	160	31%	16	1	17	467	7		
1994	520	81%	69%	12.0	47.2	349	171	33%	16	1	16	480	7		
1995	528	83%	69%	12.1	47.5	354	174	33%	19	1	15	483	8		2
1996	559	80%	67%	11.8	47.5	369	190	34%	20	2	15	512	8		2
1997	581	85%	62%	11.2	47.3	377	204	35%	25	1	17	528	8		2
1998	617	84%	57%	10.3	46.9	394	223	36%	24	2	20	561	9		1
1999	640	83%	55%	10.4	47.2	403	237	37%	30	3	22	576	9		
2000	675	81%	51%	9.9	46.8	422	253	37%	32	2	23	608	10		
2001	685	82%	50%	10.1	47.2	426	259	38%	30	2	22	621	10		
2002	704	84%	50%	10.3	47.7	436	268	38%	30	2	24	637	11		
2003	721	82%	48%	10.2	47.5	438	283	39%	27	2	20	642	14		
2004	749	81%	48%	9.9	47.1	444	305	41%	21	2	27	687	12		
2005	795	80%	45%	10.0	47.2	465	330	42%	26	1	34	718	14	1	2
2006	831	79%	49%	10.1	47.3	472	359	43%	25	1	32	745	13	2	13
2007	854	80%	49%	10.2	47.5	479	375	44%	24	1	34	757	14	3	21
2008	897	78%	49%	10.2	47.5	488	409	46%	29	1	34	779	16	2	36
2009	906	78%	50%	10.6	47.8	494	412	45%	29	1	34	776	17	3	46
2010	906	78%	51%	10.4	47.8	496	410	45%	26	1	41	769	17	2	50
2011	924	79%	52%	10.6	47.8	501	423	46%	25	1	45	775	19	2	57

Table 2
Average Faculty Salary By Rank, 1986 to 2004

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%
2006-07	83,810	67,847	54,823	46,210	65,550	2.9%
2007-08	87,587	68,984	56,994	48,982	68,192	4.0%
2008-09	87,417	69,216	56,278	49,188	67,606	-0.9%
2009-10	87,731	67,790	57,646	49,758	68,073	0.7%
2010-11	86,841	66,941	58,357	50,003	67,787	-0.4%
2011-12	87,360	66,489	60,382	50,976	68,735	1.4%

Table 3

Salary Data for Faculty Peer Group (In Thousands Of Dollars), 2010-11

Institution	State	Control	Head-count	6-Year Grad Rate	Student-Faculty Ratio	Average Salary 10-11
Boston College	MA	Private	14,868	91	16.1	110.7
St. John's University-New York	NY	Private	21,354	57	19.1	106.8
Hofstra University	NY	Private	11,579	60	14.1	106.6
Loyola Marymount University	CA	Private	9,223	80	11.1	95.1
Rowan University	NJ	Public	11,300	70	16.1	90.6
Fairfield University	CT	Private	5,181	83	12.1	90.4
Texas Christian University	TX	Private	8,486	74	13.1	85.4
Marquette University	WI	Private	11,806	81	14.1	84.6
Baylor University	TX	Private	14,900	71	14.1	81.0
The University of Alabama	AL	Public	30,127	67	19.1	79.8
Bloomsburg University of PA	PA	Public	10,091	63	22.1	79.8
Duquesne University	PA	Private	9,580	77	14.1	78.6
Gonzaga University	WA	Private	7,738	80	11.1	76.0
Ohio University-Main Campus	OH	Public	25,108	65	19.1	72.9
Miami University-Oxford	OH	Public	17,472	80	17.1	72.4
UNC-Wilmington	NC	Public	13,071	66	17.1	71.8
Illinois State University	IL	Public	21,134	71	19.1	69.4
Appalachian State University	NC	Public	17,222	66	16.1	68.6
James Madison University	VA	Public	19,434	80	16.1	67.8
Western Washington University	WA	Public	14,979	69	21.1	67.4
University of Northern Iowa	IA	Public	13,201	67	17.1	65.3
Eastern Illinois University	IL	Public	11,630	62	16.1	64.9
College of Charleston	SC	Public	11,532	66	16.1	64.7
Truman State University	MO	Public	6,035	70	16.1	60.4
University of Wisconsin-La Crosse	WI	Public	10,135	70	21.1	60.2
University of Wisconsin-Eau Claire	WI	Public	11,413	65	21.1	59.6
Average						78.5
60th Percentile						82.4
JMU Distance from 60th percentile						14.6

Table 4
Measures of Faculty Resources and Use Fall 1991 to Fall 2011

Fall	Student-to-Faculty Ratio	Total Student Credit Hours per Full-Time Equivalent Faculty	Percentage of Total Fall Credit Hours Taught by Full-Time Faculty	Percentage of Freshman and Sophomore Student Course Enrollments Taught by Full-Time Faculty	Regular Session (Fall + Spring) FTE Students
1991	18.9 : 1	281.2	78.5%	NA	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%	12,119
1997	19.2 : 1	284.8	78.2%	74.3%	12,877
1998	18.8 : 1	279.8	79.6%	76.4%	13,539
1999	18.3 : 1	272.0	79.8%	75.7%	13,697
2000	17.5 : 1	260.3	78.6%	73.7%	13,823
2001	17.5 : 1	263.3	80.1%	75.8%	14,094
2002	17.4 : 1	257.7	80.7%	71.0%	14,496
2003	17.3 : 1	258.3	79.9%	73.0%	14,732
2004	16.8 : 1	250.6	80.9%	64.3%	14,857
2005	16.6 : 1	247.1	80.0%	71.1%	15,462
2006	16.2 : 1	240.8	80.2%	70.7%	15,869
2007	16.4 : 1	242.7	79.8%	70.3%	16,115
2008	16.0 : 1	237.1	79.4%	68.7%	16,794
2009	16.0 : 1	236.4	78.3%	66.1%	17,077
2010	16.1 : 1	238.2	77.9%	63.0%	17,209
2011	16.1 : 1	238.3	77.9%	65.3%	¹ 17,394

¹ Estimated by OIR and approved by SCHEV, October 2011