



Attendance: Austin Carsh, Isai Garcia, Kennedy Hedges, Ben Johnson, Lisa Lin, Sami Searles, Sherm Bloomer & Karren Cholewinski

Absent: August Peterson

What is Administration?

- Defining “administration” in the context of the institution is the necessary first step to assessing administrative bloat.
- Sherm reviewed the OSU organizational chart and identified academic and administrative support units.
- Most often, the IPEDS (Integrated Postsecondary Education Data System) definitions are used and most relevant to discussions related to “institutional support”, which is a broad category.

Institutional support	The institutional support category includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution, such as the governing board, planning and programming operations, and legal services; fiscal operations, including the investment office; administrative information technology (when not accounted for in other categories); space management; employee personnel and records; logistical activities that provide procurement, storerooms, and printing; transportation services to the institution
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- What does OSU’s administrative roles look like in comparison to some other large land grant peers?

	Institutional Support as % of Total Spending		Institutional Support Spending per Student	
	2013	2014	2013	2014
OSU	7.30%	7.30%	2,389	2,294
Median	7.05%	6.70%	2,554	2,506
Average	6.83%	6.59%	2,766	2,562

Comparisons to land grant and public PAC-12 peers without hospitals or large national labs

- There is a report which is updated every couple of years by the College & Universities Professional Association for Human Resources (CUPA-HR), *Faculty in Higher Education Annual Report*. Additionally, CUPA-HR has developed other data sets for Administrators and Professionals in higher education.
- Question – How much is OSU spending per student on financial aid? Broadly, our definition is low. OSU low side for student aid support; OSU on the small side of peers.

An approach to identifying “administration” vs. “delivery”

- Sherm shared his “interactive” PowerPoint slide that reflects an attempt to identify the academic and non-academic functions. He is presenting this information to the University Budget Committee (UBC) next week.
 - There are two divisions – Academic (direct outreach) and Non-Academic (but does not necessarily mean **not** academic).
- Following conversation about these divisions and decision by UBC, the budget office will take a 5 to 7 year lookback of expenses. [Note: The UBC did not come to consensus on the definitions, so will take this up again during the 2018-2019 academic year.]

Salary Distributions & Comparisons

Sherm reviewed the salaries for the Corvallis campus, education and general funds support positions. He reviewed the information in the chart and discussed the philosophical decisions behind these salaries.

Students – What does administration look like?

- Why is Academic Services under non-academic? One of the UBC members has shared, “If you don’t teach or do research, you are not part of the academic function,” which is part of the reason for this categorization.
- Where should the financial aid office be, as it is a very critical to academic function?
- Faculty in part share the “administrative bloat” concern as they find there is a lack of research/grant support services.
- What about the expenses related to university operation functions (facilities, IT, custodial)? How do we divide it up?
- This is a good exercise (looking at administration) because it helps people understand how blurred the lines really are between academic and administration.
- Challenges at present – Faculty disagreement over the functions of an office and what may appear to be duplicative effort when unexplained/unexplored/uncommunicated.

What surprises you about OSU?

- Multiple marketing offices – Why is there a central function (University Relations and Marketing) and individual marketing units within colleges?
- Number of people... the paper processes...multitude of software systems... obviously a need for process improvement.
- Has OSU defined “administration”?
- The new Provost, Ed Feser brought to the university a new philosophy - colleges drive the bus; we (administration) help the colleges solve the problems; change does not necessarily change the number of bodies but maybe adjustments made to the organization of the bodies.
- President Ray’s salary is \$500K annually – Is this reasonable or unreasonable for this role?
 - Unreasonable - you do not need that much money to live, but understand total compensation is market driven for presidential positions, the institution must offer comparable competitive salaries and benefits to secure the right candidate.
- Pay people for what they do. An understanding of what some roles do in the institution does help to improve understanding.
- The professorial salary ranks are also drive by market pricing.

What might be a useful way to address (one-pager) administration?

- Current definition of administration and the last 5 to 10 years of expense history
- The chart page 4 (#3), *An approach to Identifying “administrative” vs. “delivery”*
- Are OSU administrative salaries out of sync with peer institutions? No but there are some salary anomalies across the organization.

Next Steps:

- Send PowerPoint to both SBAC and UBC
- Where has growth been over the last 5 to 10 years?
- What has changed over 10 years?
- SBAC Recruitment for 2018-2019