

LEGISLATIVE OVERSIGHT COMMISSION ON EDUCATION ACCOUNTABILITY

Senate Finance Committee Room
September 19, 2016

- **Report on Services to Student Veterans (§18B-4-9)** 1
Mr. L.G. Corder, Director of Veterans' Education and Training Program
- **West Virginia Higher Education Human Resources Annual Report Card
Fiscal Year 2015 (§18B-7-8(a)(2))** 7
Ms. Patricia Clay, Vice Chancellor for Human Resources
- **Closure of ITT Technical Institute** 45
Dr. Sarah Tucker, Chancellor



West Virginia
Higher Education
Policy Commission



**Report to the Legislative Oversight Commission
on Education Accountability**

September 19, 2016

**Report on Services to Student Veterans
(§18B-4-9)**



West Virginia Higher Education Policy Commission
West Virginia Community and Technical College System

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August 31, 2016

The Honorable William P. Cole III
President
West Virginia State Senate
Room 229M, Building 1
State Capitol Complex
Charleston, West Virginia 25305

The Honorable Tim Armstead
Speaker
West Virginia House of Delegates
Room 228M, Building 1
State Capitol Complex
Charleston, West Virginia 25305

Dear Mr. President and Mr. Speaker:

In accordance with West Virginia Code §18B-4-9, we are pleased to provide the following report regarding services and facilities for student veterans enrolled in West Virginia's public colleges and universities. We appreciate the Legislature's ongoing support of efforts to improve veterans' access to and success in higher education.

The Office of Veterans Education and Training (OVET) of the West Virginia Higher Education Policy Commission (Commission) has continued to support legislative intent to provide "veteran-friendly" services to student veterans throughout the State. The Commission is designated by the Governor as the "state approving agency" for West Virginia under Title 38, United States Code. OVET works closely with its counterparts at the Department of Veterans Affairs (VA) to ensure that educational programs offered in the State of West Virginia are compliant with State and Federal laws and regulations and are therefore approved for receipt of VA education benefits.

We are happy to inform you that in Fall 2015, all public institutions of higher education in the State of West Virginia offering undergraduate degrees voluntarily agreed to participate in the 5 Star Challenge (Challenge). This was a call to action by the Commission to ensure our institutions remain focused on meeting the standard of services for student veterans set by the State as well as to strive to do more. Institutional presidents throughout the State accepted the Challenge by honoring a military tradition involving the exchange of challenge coins issued to them by student veterans attending their institutions.

The Commission and Council continue to focus on addressing the higher education needs of student veterans. Mr. L.G. Corder is the Director of OVET, a graduate of the WVU College of Law, and a three

time veteran of the Iraq war. Mr. Corder has had occasion to visit nearly every public institution in the State to ensure compliance with the State law as well as to check the progress on the 5 Star Challenge.

Having found our institutions to largely meet or exceed State requirements and the tenets of the 5 Star Challenge, his goal for OVET in the 2016-2017 academic year is to focus on what our student veterans can do for one another, their campus, and their community. This revered population of students can offer a degree of camaraderie, perspective, and experience that few, if any, other student populations can match. Proper attention will also continue to be paid to our State law and the progress we've made in the 5 Star Challenge.

Additionally, we would like to share with you a few highlights of accomplishments occurring at various institutions over the last year in areas not required by the Code.

- Glenville State College, Marshall University, and Shepherd University were all able to secure donations from community businesses and donors to establish student veteran resource centers on their campuses. These centers are a place for student veterans to gather in number, share educational resources, print school papers, eat, and relax. Other fine examples of student veteran centers in the State include: Concord University, Southern West Virginia Community and Technical College, and Mountwest Community and Technical College.
- BridgeValley Community and Technical College, Fairmont State University, WVU-Parkersburg, and West Virginia University all hold welcome back luncheon events for student veterans first attending or returning to campus.
- Blue Ridge Community and Technical College organized a military and veteran public resource fair in their community to assist veterans with issues related to education, counseling, legal problems, housing, and health.

The following table includes the applicable sections of the law and corresponding findings related to veteran-friendly student initiatives:

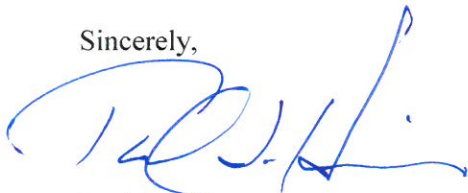
W. VA. CODE §18B-4-9	ACTIVITIES/RESULTS
(1) Establishing veteran-friendly community and technical college degree programs, which recognize and award academic credit toward degrees for various types of technical and vocational military training and experience;	All institutions have accomplished this.
(2) Developing policies for each state institution of higher education to grant academic credit for Armed Forces experiences;	All institutions have accomplished this.
(3) Developing programs to encourage student veterans to share their specialized experience and knowledge gained through military service by making presentations in class, public school programs and local community organizations;	Most institutions have developed methods of encouraging and allowing student veterans to share their experiences. The Challenge elevated this and institutions have been informed of a project at the WV Public Broadcasting System that will allow veterans to preserve and share their stories by using a smart phone app.
(4) Establishing and sponsoring an organization for	Nearly all institutions now have active student

student veterans on campus and encouraging other veteran-friendly organizations;	veteran organizations on campus or have supported and encouraged student veterans to become organized and active.
(5) Appointing and training specific faculty within each degree program or major as liaisons and contacts for student veterans;	Most institutions report they have academic advisors for veterans. Some are faculty; some are staff.
(6) Providing information about programs that grant credit for prior learning to student veterans and potential student veterans;	All institutions have accomplished this.
(7) Coordinating existing disability services on campus with veteran disability services available from the United States Department of Veterans Affairs, other federal and state agencies, and private resources;	All institutions have accomplished this.
(8) Designating individuals to provide financial and psychological counseling services on each campus who are trained to effectively respond to the needs of veterans and to provide services or referrals to services to fulfill these needs for student veterans, and to the extent practicable, providing those services and programs in one location;	All institutions are participating in mental health training targeted to veterans. Free access was granted to a virtual training program to prepare them to respond to various scenarios that could arise in the context of working with a veteran on campus. The Challenge elevated this requirement and requested that institutions make such individuals more visible to veterans.
(9) Developing training materials on responding to student veteran needs to be available for continued professional development of counselors to student veterans;	Veterans advocates at most institutions provide training to campus staff from various departments on issues specific to student veterans.
(10) Facilitating regular statewide meetings for all personnel at state institutions of higher education who regularly provide specific services to student veterans to discuss and develop best practices, exchange ideas and experiences, and hear presentations by individuals with generally accepted expertise in areas of the various needs of student veterans;	Institutions continue to participate in trainings to stay informed and up-to-date on current trends regarding student veterans. Nearly all institutions attended a Commission-led two-day training session hosted at Concord University which addressed veterans' education issues.
(11) Gathering data on the status of student veterans, including their graduation rates, comparing that rate with the graduation rate of other students in the institution, and reporting those results to appropriate state and federal agencies, including the West Virginia Legislature;	All institutions are identifying student veterans in reports that are submitted to the Commission.
(12) Establishing a program to create a collaborative relationship between student veterans and alumni of the institution, and with prospective employers to facilitate and provide employment as well as social opportunities to graduating student veterans;	Nearly all institutions struggled with connecting student veterans to alumni. The Challenge elevated this requirement and we have suggested that institutions utilize an alumni newsletter to identify any alumni with prior military service that are willing to serve as a resource or mentor for current student veterans.
(13) Developing and facilitating communications between state institutions of higher education and various veteran organizations in the state to advance veteran causes that benefit student veterans;	All institutions have accomplished this.

(14) Coordinating among all relevant departments within each state institution of higher education including but not limited to admissions, the registrar, the bursar, the veterans advocate and financial aid to ensure that relevant deadlines or time-lines are met for certifying veterans' enrollment as early as practicable to ensure that assistance is received from the U.S. Department of Veterans Affairs (DVA) in a timely fashion.	Institutions employ VA Certifying Officials that largely understand and appreciate the need for timely processing of student veteran claims. The Challenge required all institutions to implement priority registration for classes for student veterans.
(15) Each state institution of higher education shall appoint or designate and train a person, preferably a veteran, to serve as a veterans advocate on its campus.	All institutions have a veterans advocate.

Please feel free to contact Mr. Corder at 304-558-0263, or either of us if we can provide additional information regarding these initiatives.

Sincerely,



Paul L. Hill
Chancellor



Sarah A. Tucker
Chancellor

cc: The Honorable Dave Sypolt
Chair, Senate Education Committee

The Honorable Paul Espinosa
Chair, House Education Committee



West Virginia
Higher Education
Policy Commission



**Report to the Legislative Oversight Commission
on Education Accountability**

September 19, 2016

**West Virginia Higher Education
Human Resources Annual Report Card
(§18B-7-8(a)(2))**



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Clarence "Butch" Pennington
Chair

Sarah Armstrong Tucker, Ph.D.
Chancellor

MEMORANDUM

TO: Legislative Oversight Commission on Education Accountability

FROM: Paul L. Hill
Sarah Armstrong Tucker

DATE: September 19, 2016

RE: West Virginia Higher Education 2015 Human Resources Report Card

West Virginia Code §18B-7-8(a)(2) requires the West Virginia Higher Education Policy Commission (Commission) and West Virginia Council for Community and Technical College Education (Council) to present the annual *West Virginia Higher Education Human Resources Report Card* to the Legislative Oversight Commission on Education Accountability. After its presentation to LOCEA, this report will be available on the Commission and Council web pages.

The *West Virginia Higher Education Human Resources Report Card* summarizes higher education human resources metrics, expenses, and compensation data by each college and university. The report contains 23 measures that illustrate the diversity in size, structure and operation of the 19 public institutions.

Highlights of the report include:

- The 19 schools employed 12,280 regular employees and 2,225 part-time adjunct faculty at the end of Fiscal Year 2015.
- The largest category of employees is full-time, benefits-eligible faculty (5,624).
 - 1,687 in the category of non-classified employees.
 - 4,969 in the category of classified employees.
- Full-time faculty are paid considerably lower than their counterparts in other Southern Regional Education Board (SREB) states.
- The competitive position of average faculty compensation by rank at four-year institutions erodes as faculty progress through academic ranks from instructor to professor. (Page 12)
 - The index for average faculty salary at the rank of instructor starts at .70 (representing 70% of SREB state average salary for an instructor), peaks at associate

professor and falls to .68 for the rank of professor.

- The competitive position for average faculty salaries at two-year colleges strengthens as faculty progress through academic ranks from instructor to professor. (Page 12)
 - The index for average faculty salary at the rank of instructor starts at .70 and strengthens to an average index of .80 for the rank of professor.
- 117 vacant positions have been eliminated.
- 236 vacant positions have not been filled.
- 33 employees have been laid off.
- The institutions reported a total of 128.49 human resources positions.
 - The full-time equivalent (FTE) number of human resources employees ranged from 1.0 (EWVCTC) to 62.88 (WVU) FTE employees.
 - Five institutions include payroll as a function of HR and one includes safety and career services.

Of the 128.49 HR positions, 8.50 are dedicated to payroll, 1.00 is assigned campus safety, and 2.00 are dedicated to career services, leaving 116.99 employees dedicated to the human resources function in West Virginia higher education colleges and universities.

- Five colleges and universities (FSU, WVSU, EWVCTC, MCTC, and WVNCC) house the payroll function in Human Resources, leaving fourteen institutions who do not administer payroll directly in Human Resources. This should be considered when evaluating ratio of “HR Staff” to the “Total Number of FTE Employees” on page 4 and the “HR Expense” data against “Institutional Operating Expenses,” “Total Employee Headcount” and “Total Employee FTE” on pages 9, 10 and 11.

2015 Report of Institutional Non-classified Percentages

West Virginia Code §18B-9A-1(11) and §18B-7-11(a) defines and limits the number of employees assigned to the category of non-classified for organizations of the Commission and Council. The statute requires the Commission and Council to annually monitor and report organizational progress to the Legislative Oversight Commission on Education Accountability. For 2015 and in the future, this report will be part of the *West Virginia Higher Education Human Resources Report Card*.

By July 1, 2016, the percentage of personnel placed in the category of non-classified at the higher education organization may not exceed 25 percent of the total number of classified and non-classified employees of that organization who are eligible for membership in an authorized retirement system, excluding athletic coaches. Additionally, the statute further restricts assignment in the non-classified category to no more than 10 percent of the number previously described in positions considered by the president to be critical to the institution.

The category of “non-classified employee” means an employee of an organization who holds a position that is not assigned a particular job and job title within the classified employee classification system and who meets one or more of the following criteria:

- (A) Holds a direct policy-making position at the department or organization level;
- (B) Reports directly to the president or chief executive officer of the organization; or
- (C) Is in a position considered by the president to be critical to the institution.

Page 23 of the *West Virginia Higher Education Human Resources Report Card* contains information representing the progress made by organizations toward attaining the non-classified limits during Fiscal Year 2015.

- For 2015, Fairmont State University, Glenville State College and West Liberty State University exceeded the 25 percent total non-classified limit and the 10 percent limit on the number designated “critical to the organization.”
- West Virginia State University, West Virginia University and Pierpont Community and Technical College exceeded the 25 percent maximum but complied with the limitation of 10 percent in the category “critical to the organization.”
- Marshall University and West Virginia University at Parkersburg complied with the 25 percent maximum but exceeded the number deemed “critical to the organization.”

West Virginia Higher Education Human Resources Report Card Fiscal Year 2015

Prepared August 2016



Table of Contents

Introduction	1
Human Resources Initiative Updates	1
Human Resources Department Metrics by Organization	3
Number of Human Resources Staff	3
Ratio of Human Resources Staff to Total Number of Full-Time Equivalent Institutional Employees.....	4
Number and Percentage of Human Resources Staff Functioning in Supervisory Roles.....	5
Number of Full-Time Equivalent Positions Reporting to the Chief Human Resources Officer	6
Total Institutional Operating Expenses per Full-Time Equivalent Employee	7
Tuition Revenue per Full-Time Equivalent Employee	8
Human Resources Expense Data	9
Ratio of Human Resources Expenses to Institutional Operating Expenses.....	9
Ratio of Human Resources Expenses to Number of Full-Time Equivalent Institutional Employees	10
Total Human Resources Expense per Organization Employee (Headcount)	11
Compensation and Benefits	12
Comparison of Average Annual Salaries of Full-Time Faculty to Southern Regional Educational Board (SREB) State Averages, by Academic Rank.....	12
Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Four-Year Institutions to National Averages, by Academic Rank and Discipline	13
Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Two-Year Institutions to National Averages, by Academic Rank and Discipline	17
Number of FTE Employees Receiving a Salary Increase and Average Amount of Annual Salary Increase per FTE Employee by Employee Category, Including Faculty Promotions in Rank	19
Employee Salaries as a Percentage of Operating Expenses.....	20
Employer Benefit Costs as a Percentage of Cash Compensation	21
Other System Metrics.....	22
Number of Employees by Employee Category	22
Benefits-Eligible Non-Classified Employees as a Percentage of the Total Number of Classified and Non-Classified Employees, Excluding Athletic Coaches, at West Virginia Public Two- and Four-Year Institutions.....	23
Number of Full-Time Faculty by Appointment Status.....	24
Faculty with Term Appointments, by Institution.....	26
Employee Grievances	27
Number of Grant-Funded Employees by Employee Classification.....	28
Reduction and Elimination of Positions	29
Training and Professional Development.....	30
Cost and Total Hours of Employee Training and Development Completed in FY15.....	30

Introduction

West Virginia Code §18B-7-8(a)(2) statutorily mandates the annual *West Virginia Higher Education Human Resources Report Card*. Charged with maintaining a fair, accountable, credible, transparent and systematic (FACTS) higher education human resources strategy, the West Virginia Higher Education Policy Commission (Commission) and West Virginia Council for Community and Technical College Education (Council) have compiled this first Human Resources Report Card for presentation to the Legislative Oversight Commission on Education Accountability. This report will be available to the public on both the Commission and Council web pages. The *West Virginia Higher Education Human Resources Report Card* is a summarization of key higher education human resources metrics, expenses, and compensation data by each higher education organization.

For West Virginia higher education human resources, the right data can support evidence-based decision making by predicting behavior, forecasting emerging talent needs and uncovering areas of vulnerability. As the human resources report card effort matures, the Commission and Council will be better able to identify and collect the best data indicators to address the needs of higher education institutions of the Commission and Council, and collectively, the needs of West Virginia higher education systems at the state level. Unfortunately, there is no one-size-fits-all metrics program. The long term goal for the *West Virginia Higher Education Human Resources Report Card* is to focus more on measuring impact and predicting outcomes.

Human Resources Initiative Updates

Legislative higher education human resources initiatives include a goal to ensure the human resources system for employees of the Commission, Council and governing boards is effective, efficient and aligned with industry best practices. In compliance with Senate Bill 439, passed during the 2015 Legislative session, the Commission and Council contracted with an external compensation consultant in July 2015 to conduct a compensation study, and review the job classification methodology for classified jobs, as well as establish a reporting structure for compensation for all categories of employees - classified, non-classified and faculty.

Classification and Compensation

Legislation passed in 2015 provided an opportunity to refresh the current classification system and pay structures relative to market for classified employees. The current system is outdated in both data and methodology. Possible changes to the compensation and classification program may arise based on results of the study; however, the main purpose of the study is to ensure consistency and uniformity across the systems. By better aligning with pay for similar jobs in our relative labor markets, the Commission and Council will be able to competitively attract, retain and reward employees. Mercer, a global human capital consulting firm, is evaluating the current classification system and recommending a pay structure relative to the market. Mercer is working with professional staff from the Division of Human Resources, to develop recommendations based on best practices and internal collaboration in order to address current conditions as mandated by the Legislature. It is anticipated that the results of the market study, development of job specifications and analysis of the classification system will be ready for implementation by the end of Fiscal Year 2017. For more detailed information about the project, visit our HR FACTS web site, at

<http://wvhigheredhr.org/>.

Reporting Structure for Compensation Compared to Markets

The Commission and Council are charged with assisting institutions with classification and/or compensation programs for faculty and/or non-classified employee categories, including design and implementation of the programs. Additionally, the Legislature mandated regular reporting by West Virginia higher education institutions to the Commission and Council, on compensation compared to labor markets for the non-classified and faculty employee categories. In order to provide the data resources and structure necessary for uniform reporting by institutions, the Commission and Council are providing the tools and resources necessary for institutions to meet that requirement.

The Commission and Council recently purchased and are currently implementing two software programs. Each institution will have their own access and datasets for job description maintenance and labor market pricing. As a cost saving measure for institutions, the Commission and Council will purchase and load relative labor market survey results as identified by Mercer, make any adjustments recommended, and maintain a current resource for compensation market comparisons for all categories of

employees. The compensation management software will contain a program written by the consultant to uniformly produce the compensation comparison reports required by the Legislature. A brief description of the two software programs is shown below.

ePrism

ePrism is a comprehensive compensation management tool as well as a modeling and planning tool that enables users to align their organization's compensation plans with current and future objectives. By combining compensation-specific tools with powerful analytics, ePrism gives users the power to evaluate data, develop strategies and execute compensation programs for both non-classified and faculty employee categories. In addition, once full implementation is attained, ePrism will enable the Commission and Council to better:

- Identify and address at-risk areas such as employees paid below market or high performers in hard to fill positions
- Deliver consistent, reliable responses to informational requests and legislative inquiries
- Consult with organizations on hiring and pay decisions
- Focus on strategic issues that directly impact the bottom line
- Optimize staff resources and streamline processes
- Develop a more responsible and effective pay plan implementation

HRTMS Jobs / JDXpert

HRTMS Jobs/ JDXpert facilitates the ongoing maintenance of all job information in one central location. The software allows institutions to go beyond just editing and storing job descriptions. From customizable workflows to multi-faceted capabilities, JDXpert provides human resources departments at all Commission and Council institutions with everything needed to bring efficiencies and structure to job description management. This is important because a clear understanding of the job is required to do for nearly every decision made in human resources. From recruiting the right people and evaluating their performance to benchmarking jobs and developing an equitable salary structure, all of these tasks require reliable job information. When you look at job descriptions in this context, it's obvious how critical this information is to an organization.

Human Resources Department Metrics by Organization

Number of Human Resources Staff

West Virginia Code Reference(s): §18B-7-8(a)(2)(A)(i), *Number of human resources staff.*

Highlights:

- Among West Virginia four-year public institutions, West Virginia University, Marshall University, and Fairmont State University employed the greatest number of human resources personnel at 62.88, 9.00, and 7.49 full-time equivalent (FTE) employees, respectively in Fiscal Year 2015.
- In the Community and Technical College System, Mountwest Community and Technical College and Blue Ridge Community and Technical College employed the most human resources personnel at 5.00 and 4.00 FTE employees, respectively.
- Glenville State College and Eastern West Virginia Community and Technical College had the smallest human resources departments statewide. Human resources services at Pierpont Community and Technical College were provided by Fairmont State University, which had the state's third-largest human resources department in Fiscal Year 2015.

<i>Number of Human Resources Staff (FTE)</i>				
	Faculty / FEAP*	Non- Classified	Classified	Total
WV Four-Year (or Higher) Public Institutions	0.00	49.28	52.46	101.74
Bluefield State College	0.00	1.00	1.00	2.00
Concord University	0.00	1.00	2.00	3.00
Fairmont State University	0.00	1.00	6.49	7.49
Glenville State College	0.00	1.00	0.50	1.50
Marshall University	0.00	1.00	8.00	9.00
Shepherd University	0.00	1.00	4.00	5.00
West Liberty University	0.00	1.00	1.87	2.87
West Virginia School of Osteopathic Medicine	0.00	1.00	2.00	3.00
West Virginia State University	0.00	1.00	4.00	5.00
West Virginia University	0.00	40.28	22.60	62.88
WV Two-Year Public Institutions	2.00	4.50	17.25	23.75
Blue Ridge Community and Technical College	1.00	0.00	3.00	4.00
BridgeValley Community and Technical College	0.00	1.00	2.00	3.00
Eastern WV Community and Technical College	0.00	0.50	0.50	1.00
Mountwest Community and Technical College	1.00	1.00	3.00	5.00
New River Community and Technical College	0.00	0.00	2.75	2.75
WV Northern Community and Technical College	0.00	1.00	2.00	3.00
Pierpont Community and Technical College	**	**	**	**
Southern WV Community and Technical College	0.00	0.00	3.00	3.00
WVU at Parkersburg	0.00	1.00	1.00	2.00

Source: Institutional data submissions.

* Faculty Equivalent / Academic Professional

** Human resources services for Pierpont Community and Technical College were provided by Fairmont State University.

Ratio of Human Resources Staff to Total Number of Full-Time Equivalent Institutional Employees

West Virginia Code Reference(s): §18B-7-8(a)(2)(A)(ii), *Ratio of human resources staff to total number of full-time equivalent employees.*

Highlights:

- Collectively, West Virginia's public four-year (and higher) institutions employed an average of one full-time equivalent (FTE) human resources professional for every 103.00 FTE employees, while the state's two-year institutions offered a ratio of one FTE human resources professional for every 54.31 FTE employees.
- Fairmont State University and West Virginia State University had the highest ratios of human resources FTE employees to institutional employees within the four-year system. Both institutions employed one FTE human resources professional for every 55 FTE institutional employees; however, Fairmont State University also provides human resources services to Pierpont Community and Technical College. Marshall University and Glenville State College had the lowest ratios with one FTE human resources employee for every 193.72 and 132.79 FTE employees, respectively.
- In the two-year system, Mountwest Community and Technical College and Blue Ridge Community and Technical College provided the highest ratios of FTE human resources employees to institutional FTE employees at 1:26.60 and 1:36.81, respectively, while WVU at Parkersburg had the highest ratio at one FTE human resources employee per 107.77 FTE institutional employees.

<i>Ratio of Human Resources Staff to Total Number of FTE Institutional Employees</i>			
	HR Staff FTE Employees	Total FTE Employees	Number of FTE Employees per HR FTE Employee
WV Four-Year (or Higher) Public Institutions	101.74	10,478.82	103.00
Bluefield State College	2.00	188.30	94.15
Concord University	3.00	264.77	88.26
Fairmont State University	7.49	414.67	55.36
Glenville State College	1.50	199.19	132.79
Marshall University	9.00	1,743.51	193.72
Shepherd University	5.00	453.00	90.60
West Liberty University	2.87	294.00	102.44
West Virginia School of Osteopathic Medicine	3.00	255.19	85.06
West Virginia State University	5.00	274.19	54.84
West Virginia University	62.88	6,392.00	101.65
WV Two-Year Public Institutions	23.75	1,289.84	54.31
Blue Ridge Community and Technical College	4.00	147.25	36.81
BridgeValley Community and Technical College	3.00	180.88	60.29
Eastern WV Community and Technical College	1.00	43.40	43.40
Mountwest Community and Technical College	5.00	133.00	26.60
New River Community and Technical College	2.75	151.00	54.91
WV Northern Community and Technical College	3.00	133.83	51.90
Pierpont Community and Technical College	*	110.81	*
Southern WV Community and Technical College	3.00	174.14	58.05
WVU at Parkersburg	2.00	215.53	107.77

Source: Institutional data submissions.

*Human resources services for Pierpont Community and Technical College are provided by Fairmont State University.

Number and Percentage of Human Resources Staff Functioning in Supervisory Roles

West Virginia Code Reference(s): §18B-7-8(a)(2)(A)(iii), *Percentage of human resources staff functioning in supervisory roles and percentage in administrative roles.*

Highlights:

- Approximately one-third of human resources employees in both the two- and four-year systems served in a supervisory capacity during Fiscal Year 2015. At West Virginia University, only 20.7 percent of human resources personnel had supervisory responsibilities, the lowest proportion in the state.

<i>Number and Percentage of Human Resources Staff Functioning in Supervisory Roles</i>			
	HR Employees in Supervisory Roles		
	Total HR Employees (FTE)	FTE	Percentage of Total
WV Four-Year (or Higher) Public Institutions	101.74	29.00	28.5%
Bluefield State College	2.00	1.00	50.0%
Concord University	3.00	1.00	33.3%
Fairmont State University	7.49	3.00	40.1%
Glenville State College	1.50	1.00	66.7%
Marshall University	9.00	3.00	33.3%
Shepherd University	5.00	2.00	40.0%
West Liberty University	2.87	1.00	34.8%
West Virginia School of Osteopathic Medicine	3.00	1.00	33.3%
West Virginia State University	5.00	3.00	60.0%
West Virginia University	62.88	13.00	20.7%
WV Two-Year Public Institutions	23.75	8.50	35.8%
Blue Ridge Community and Technical College	4.00	2.00	50.0%
BridgeValley Community and Technical College	3.00	1.00	33.3%
Eastern WV Community and Technical College	1.00	0.50	50.0%
Mountwest Community and Technical College	5.00	1.00	20.0%
New River Community and Technical College	2.75	1.00	36.4%
WV Northern Community and Technical College	3.00	1.00	33.3%
Pierpont Community and Technical College	**	*	*
Southern WV Community and Technical College	3.00	1.00	33.3%
WVU at Parkersburg	2.00	1.00	50.0%

Source: Institutional data submissions.

*Human resources services for Pierpont Community and Technical College are provided by Fairmont State University.

Number of Full-Time Equivalent Positions Reporting to the Chief Human Resources Officer

West Virginia Code Reference(s): §18B-7-8(a)(2)(A)(iv), *Number of positions reporting to the head of human resources.*

Highlights:

- The average number of full-time equivalent employees reporting to a Chief Human Resources Officer (CHRO) was 2.9 in the four-year system, and 2.5 in the two-year system during Fiscal Year 2015. Statewide, eight institutions exceeded these averages.
- The CHROs at Marshall University and Blue Ridge Community and Technical College each had six full-time equivalent direct reports, more than any other institutions in the state.

<i>Number of FTE Positions Reporting to the Chief Human Resources Officer</i>				
	Faculty / FEAP*	Non- Classified	Classified	Total
WV Four-Year (or Higher) Public Institutions	0.00	4.00	25.37	29.37
Bluefield State College	0.00	0.00	1.00	1.00
Concord University	0.00	0.00	2.00	2.00
Fairmont State University	0.00	0.00	4.00	4.00
Glenville State College	0.00	0.00	0.50	0.50
Marshall University	0.00	0.00	6.00	6.00
Shepherd University	0.00	0.00	3.00	3.00
West Liberty University	0.00	0.00	1.87	1.87
West Virginia School of Osteopathic Medicine	0.00	0.00	4.00	4.00
West Virginia State University	0.00	0.00	3.00	3.00
West Virginia University	0.00	4.00	0.00	4.00
WV Two-Year Public Institutions	1.00	1.00	17.00	19.00
Blue Ridge Community and Technical College	0.00	0.00	6.00	6.00
BridgeValley Community and Technical College	0.00	0.00	2.00	2.00
Eastern WV Community and Technical College	0.00	0.00	0.50	0.50
Mountwest Community and Technical College	1.00	0.00	3.00	4.00
New River Community and Technical College	0.00	0.00	1.50	1.50
WV Northern Community and Technical College	0.00	0.00	2.00	2.00
Pierpont Community and Technical College	**	**	**	**
Southern WV Community and Technical College	0.00	0.00	2.00	2.00
WVU at Parkersburg	0.00	1.00	0.00	1.00

Source: Institutional data submissions.

* Faculty Equivalent / Academic Professional

** Human resources services for Pierpont Community and Technical College are provided by Fairmont State University.

Total Institutional Operating Expenses per Full-Time Equivalent Employee

West Virginia Code Reference(s): §18B-7-8(a)(2)(A)(vi), *Total expenses per full-time equivalent employee.*

Highlights:

- Among institutions in the four-year system, West Virginia State University had the highest rate of operational expenditure per full-time equivalent employee at \$175,547 per FTE employee, while Bluefield State College had the lowest rate at \$120,815 per FTE employee.
- West Virginia University at Parkersburg had the lowest rate of operational expenditure per FTE among two-year institutions at \$113,316 per FTE. Pierpont Community and Technical College operated with the two-year system's highest rate at \$194,615 per FTE.

<i>Total Institutional Operating Expenses per Full-Time Equivalent Employee</i>			
	FY15 Total Operating Expenses	Number of FTE Employees	Total Expenses per FTE Employee
WV Four-Year (or Higher) Public Institutions	\$1,609,205,654	10,478.82	\$153,567
Bluefield State College	\$22,749,513	188.30	\$120,815
Concord University	\$39,868,790	264.77	\$150,579
Fairmont State University	\$62,686,548	414.67	\$151,172
Glenville State College	\$26,384,642	199.19	\$132,460
Marshall University	\$269,434,463	1,743.51	\$154,536
Shepherd University	\$59,427,056	453.00	\$131,186
West Liberty University	\$40,532,090	294.00	\$137,864
West Virginia School of Osteopathic Medicine	\$38,466,544	255.19	\$150,737
West Virginia State University	\$48,133,008	274.19	\$175,547
West Virginia University	\$1,001,523,000	6392.00	\$156,684
WV Two-Year Public Institutions	\$168,024,913	1,289.84	\$130,268
Blue Ridge Community and Technical College	\$18,830,979	147.25	\$127,884
BridgeValley Community and Technical College	\$25,920,117	180.88	\$143,300
Eastern WV Community and Technical College	\$6,208,023	43.40	\$143,042
Mountwest Community and Technical College	\$15,795,208	133.00	\$118,761
New River Community and Technical College	\$19,477,436	151.00	\$128,990
WV Northern Community and Technical College	\$15,968,913	133.83	\$119,322
Pierpont Community and Technical College	\$21,565,283	110.81	\$194,615
Southern WV Community and Technical College	\$19,835,954	174.14	\$113,908
WVU at Parkersburg	\$24,423,000	215.53	\$113,316

Sources: 1) Institutional data submissions; and 2) FY2015 audited financial statements.

Tuition Revenue per Full-Time Equivalent Employee

West Virginia Code Reference(s): §18B-7-8(a)(2)(A)(vii), *Tuition revenue per full-time equivalent employee.*

Highlights:

- The West Virginia School of Osteopathic Medicine generated the highest tuition revenue per full-time equivalent employee in the state at \$125,861, nearly double that of the institution with the second-highest rate - West Liberty University – which generated \$68,697 per full-time equivalent employee.
- Pierpont Community and Technical College generated the greatest amount of tuition revenue among the two-year institutions at \$67,865, while Southern West Virginia Community and Technical College generated the least revenue per full-time equivalent employee at \$26,982.

<i>Tuition Revenue per Full-Time Equivalent Employee</i>			
	FY15 Total Tuition Revenue	Number of FTE Employees	Tuition Revenue per FTE Employee
WV Four-Year (or Higher) Public Institutions	\$696,503,563	10,478.82	\$66,468
Bluefield State College	\$9,691,539	188.30	\$51,469
Concord University	\$16,563,213	264.77	\$62,557
Fairmont State University	\$23,188,669	414.67	\$55,921
Glenville State College	\$7,826,976	199.19	\$39,294
Marshall University	\$110,642,400	1,743.51	\$63,460
Shepherd University	\$30,232,939	453.00	\$66,739
West Liberty University	\$20,196,889	294.00	\$68,697
West Virginia School of Osteopathic Medicine	\$32,118,341	255.19	\$125,861
West Virginia State University	\$15,227,597	274.19	\$55,537
West Virginia University	\$430,815,000	6,392.00	\$67,399
WV Two-Year Public Institutions	\$58,517,063	1,289.84	\$45,368
Blue Ridge Community and Technical College	\$7,444,664	147.25	\$50,558
BridgeValley Community and Technical College	\$6,587,929	180.88	\$36,422
Eastern WV Community and Technical College	\$1,662,654	43.40	\$38,310
Mountwest Community and Technical College	\$8,050,604	133.00	\$60,531
New River Community and Technical College	\$7,700,110	151.00	\$50,994
WV Northern Community and Technical College	\$5,592,271	133.83	\$41,786
Pierpont Community and Technical College	\$7,520,134	110.81	\$67,865
Southern WV Community and Technical College	\$4,698,697	174.14	\$26,982
WVU at Parkersburg	\$9,260,000	215.53	\$42,964

Sources: 1) Institutional data submissions; and 2) FY2015 audited financial statements.

Human Resources Expense Data

Ratio of Human Resources Expenses to Institutional Operating Expenses

West Virginia Code Reference(s): §18B-7-8(a)(2)(B)(i), *Ratio of human resources expenses to operating expenses.*

Highlights:

- Human resources expenditures among West Virginia public four-year institutions averaged 0.47 percent of total institutional operating expenses. The West Virginia School of Osteopathic Medicine had the highest proportion of HR expenditures to total institutional expenses in the four-year system at 1.42 percent, while Glenville State College had the lowest at 0.20 percent.
- In the two-year system, human resources expenditures accounted for 1.03 percent of total institutional operating expenses statewide. Mountwest Community and Technical College had the highest proportion in the two-year system with 2.01 percent of total institutional operating expenditures attributed to human resources spending. Bridge Valley Community and Technical College and West Virginia University at Parkersburg had the lowest proportions in the two-year system at 0.79 percent. Pierpont Community and Technical College reports zero spending on HR services as these functions are fulfilled by Fairmont State University's human resources department.

<i>Ratio of Human Resources Expenses to Institutional Operating Expenses</i>			
	Total Human Resources Expenses	Institutional Operating Expenses	Percentage
WV Four-Year (or Higher) Public Institutions	\$7,537,206	\$1,609,205,654	0.47%
Bluefield State College	\$173,712	\$22,749,513	0.76%
Concord University	\$273,865	\$39,868,790	0.69%
Fairmont State University	\$555,962	\$62,686,548	0.89%
Glenville State College	\$53,253	\$26,384,642	0.20%
Marshall University	\$656,457	\$269,434,463	0.24%
Shepherd University	\$481,141	\$59,427,056	0.81%
West Liberty University	\$429,465	\$40,532,090	1.06%
West Virginia School of Osteopathic Medicine	\$545,825	\$38,466,544	1.42%
West Virginia State University	\$327,426	\$48,133,008	0.68%
West Virginia University	\$4,040,100	\$1,001,523,000	0.40%
WV Two-Year Public Institutions	\$1,730,149	\$168,024,913	1.03%
Blue Ridge Community and Technical College	\$322,420	\$18,830,979	1.71%
BridgeValley Community and Technical College	\$203,796	\$25,920,117	0.79%
Eastern WV Community and Technical College	\$57,073	\$6,208,023	0.92%
Mountwest Community and Technical College	\$318,210	\$15,795,208	2.01%
New River Community and Technical College	\$261,973	\$19,477,436	1.35%
WV Northern Community and Technical College	\$185,990	\$15,968,913	1.16%
Pierpont Community and Technical College	*	\$21,565,283	*
Southern WV Community and Technical College	\$187,687	\$19,835,954	0.95%
WVU at Parkersburg	\$193,000	\$24,423,000	0.79%

Sources: 1) FY2015 audited financial statements; and 2) Institutional data submissions.

* Human resources services for Pierpont Community and Technical College are provided by Fairmont State University.

Ratio of Human Resources Expenses to Number of Full-Time Equivalent Institutional Employees

West Virginia Code Reference(s): §18B-7-8(a)(2)(B)(ii), *Ratio of human resources expenses to number of full-time equivalent employees.*

Highlights:

- Statewide, West Virginia public four-year institutions spent an average of \$719 per full-time equivalent (FTE) employee on human resources services during Fiscal Year 2015, while institutions in the two-year system spent an average of \$1,341 per FTE employee.
- The West Virginia School of Osteopathic Medicine spent \$2,139 per FTE employee on human resources services in Fiscal Year 2015, the most of any institution in the four-year system. Glenville State College and Marshall University spent the least at \$267 and \$377 per FTE, respectively.
- Among two-year institutions, Mountwest Community and Technical College had the highest rate of human resources-related spending in Fiscal Year 2015, with an average of \$2,393 spent per FTE employee, while West Virginia University at Parkersburg spent the least - \$895.

<i>Ratio of Human Resources Expenses to Number of Full-Time Equivalent Institutional Employees</i>			
	Total Human Resources Expenses	Number of FTE Employees	HR Expenses per FTE
WV Four-Year (or Higher) Public Institutions	\$7,537,206	10,478.82	\$719
Bluefield State College	\$173,712	188.30	\$923
Concord University	\$273,865	264.77	\$1,034
Fairmont State University	\$555,962	414.67	\$1,341
Glenville State College	\$53,253	199.19	\$267
Marshall University	\$656,457	1,743.51	\$377
Shepherd University	\$481,141	453.00	\$1,062
West Liberty University	\$429,465	294.00	\$1,461
West Virginia School of Osteopathic Medicine	\$545,825	255.19	\$2,139
West Virginia State University	\$327,426	274.19	\$1,194
West Virginia University	\$4,040,100	6,392.00	\$632
WV Two-Year Public Institutions	\$1,730,149	1,289.84	\$1,341
Blue Ridge Community and Technical College	\$322,420	147.25	\$2,190
BridgeValley Community and Technical College	\$203,796	180.88	\$1,127
Eastern WV Community and Technical College	\$57,073	43.40	\$1,315
Mountwest Community and Technical College	\$318,210	133.00	\$2,393
New River Community and Technical College	\$261,973	151.00	\$1,735
WV Northern Community and Technical College	\$185,990	133.83	\$1,390
Pierpont Community and Technical College	*	110.81	*
Southern WV Community and Technical College	\$187,687	174.14	\$1,078
WVU at Parkersburg	\$193,000	215.53	\$895

Source: Institutional data submissions.

* Human resources services for Pierpont Community and Technical College are provided by Fairmont State University.

Total Human Resources Expense per Organization Employee (Headcount)

West Virginia Code Reference(s): §18B-7-8(a)(2)(B)(iii), *Total human resources expense per organization employee.*

Highlights:

- West Virginia public four-year institutions spent an average of \$687 per institutional employee on human resources services in Fiscal Year 2015, with values ranging from a high of \$2,107 per employee at the West Virginia School of Osteopathic Medicine, to a low of \$266 per employee at Glenville State College.
- Human resources spending among two-year institutions averaged \$1,316 per employee in Fiscal Year 2015. Mountwest Community and Technical College had the highest rate of HR spending per employee at \$2,393, while West Virginia University at Parkersburg had the lowest at \$877 per employee.

<i>Total Human Resources Expense per Organization Employee (Headcount)</i>			
	Total Human Resources Expenses	Employee Headcount	HR Expenses per Employee (Headcount)
WV Four-Year (or Higher) Public Institutions	\$7,537,206	10,965	\$687
Bluefield State College	\$173,712	189	\$919
Concord University	\$273,865	267	\$1,026
Fairmont State University	\$555,962	431	\$1,290
Glenville State College	\$53,253	200	\$266
Marshall University	\$656,457	1,758	\$373
Shepherd University	\$481,141	511	\$942
West Liberty University	\$429,465	294	\$1,461
West Virginia School of Osteopathic Medicine	\$545,825	259	\$2,107
West Virginia State University	\$327,426	294	\$1,114
West Virginia University	\$4,040,100	6,761	\$598
WV Two-Year Public Institutions	\$1,730,149	1,315	\$1,316
Blue Ridge Community and Technical College	\$322,420	159	\$2,028
BridgeValley Community and Technical College	\$203,796	182	\$1,120
Eastern WV Community and Technical College	\$57,073	44	\$1,297
Mountwest Community and Technical College	\$318,210	133	\$2,393
New River Community and Technical College	\$261,973	151	\$1,735
WV Northern Community and Technical College	\$185,990	135	\$1,378
Pierpont Community and Technical College	*	115	*
Southern WV Community and Technical College	\$187,687	176	\$1,066
WVU at Parkersburg	\$193,000	220	\$877

Source: Institutional data submissions.

* Human resources services for Pierpont Community and Technical College are provided by Fairmont State University.

Compensation and Benefits

Comparison of Average Annual Salaries of Full-Time Faculty to Southern Regional Educational Board (SREB) State Averages, by Academic Rank

West Virginia Code Reference(s): §18B-7-8(a)(2)(D)(i), *Comparisons of faculty salaries at each organization to market averages.*

Highlights:

- An examination of SREB Salary Index values across both the two- and four-year systems suggests that faculty at West Virginia public institutions earn significantly less than their counterparts in other SREB states. SREB Salary Index values for the rank of professor ranged from a low of 0.44 for faculty at West Virginia State University to a high of 1.24 at Blue Ridge Community and Technical College. It should be noted, however, that in the case of Blue Ridge Community and Technical College, the number of faculty at the rank of Professor is relatively low and includes several senior administrators who also hold faculty status.
- Faculty at West Virginia University were generally among the highest paid in the state, earning an average of \$112,949 at the rank of professor, \$79,975 as an associate professor, and \$58,616 at the assistant professor level during Fiscal Year 2015. Blue Ridge Community and Technical College faculty were generally among the highest paid in the Community and Technical College System.

Comparison of Average Annual Salaries of Full-Time Faculty to SREB State Averages, by Academic Rank

	Professor		Associate Professor		Assistant Professor		Instructor	
Average Salaries in SREB States	Average Salary	SREB Salary Index*	Average Salary	SREB Salary Index*	Average Salary	SREB Salary Index*	Average Salary	SREB Salary Index*
Public Four-Year Institutions (SREB States)	\$144,195	.	\$103,353	.	\$88,497	.	\$63,348	.
Public Two-Year Institutions (SREB States)	\$83,705	.	\$74,546	.	\$66,678	.	\$62,860	.
WV Four-Year (or Higher) Public Institutions	\$97,786	0.68	\$89,124	0.86	\$62,491	0.71	\$44,518	0.70
Bluefield State College	\$67,399	0.47	\$60,002	0.58	\$53,118	0.60	\$41,481	0.65
Concord University	\$71,026	0.49	\$59,812	0.58	\$52,024	0.59	\$42,090	0.66
Fairmont State University	\$75,979	0.53	\$68,655	0.66	\$51,181	0.58	\$45,413	0.72
Glenville State College	\$68,348	0.47	\$63,365	0.61	\$49,811	0.56	\$40,937	0.65
Marshall University	\$94,942	0.66	\$71,678	0.69	\$58,124	0.66	\$37,598	0.59
Shepherd University	\$75,633	0.52	\$63,122	0.61	\$55,385	0.63	.	.
West Liberty University	\$71,866	0.50	\$70,604	0.68	\$58,208	0.66	\$48,844	0.77
West Virginia State University	\$63,173	0.44	\$60,246	0.58	\$52,254	0.59	\$44,902	0.71
West Virginia University	\$112,949	0.78	\$79,975	0.77	\$58,616	0.66	\$48,288	0.76
WV Two-Year Public Institutions	\$67,371	0.80	\$57,093	0.77	\$48,536	0.73	\$43,752	0.70
Blue Ridge Community and Technical College	\$103,657	1.24	\$76,396	1.02	\$61,690	0.92	\$53,216	0.85
BridgeValley Community and Technical College	\$78,220	0.93	\$61,306	0.82	\$55,123	0.83	\$44,857	0.71
Eastern WV Community and Technical College	.	.	\$57,321	0.77	\$47,827	0.72	\$38,734	0.62
Mountwest Community and Technical College	\$64,532	0.77	\$54,575	0.73	\$41,600	0.62	\$40,391	0.64
New River Community and Technical College	\$68,774	0.82	\$54,165	0.73	\$49,472	0.74	\$50,859	0.81
WV Northern Community and Technical College	\$58,653	0.70	\$48,173	0.65	\$41,354	0.62	\$37,140	0.59
Pierpont Community and Technical College	\$84,869	1.01	\$62,792	0.84	\$48,252	0.72	\$43,758	0.70
Southern WV Community and Technical College	\$55,596	0.66	\$43,826	0.59	\$39,700	0.59	\$34,245	0.54
WVU at Parkersburg	\$64,541	0.77	\$56,260	0.75	\$45,279	0.68	\$40,003	0.64

Sources: 1) HEPC internal data system; and 2) author calculations using data from the Integrated Postsecondary Education Data System (IPEDS).

*The SREB Salary Index was calculated by dividing the average institutional faculty salary for each academic rank by the average salary at the corresponding rank for all public institutions within the same sector in Southern Regional Educational Board member states. A value greater than one indicates that an institution's average salary is higher than the SREB average, while a value lower than one indicates that the institutional average is below the SREB average.

Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Four-Year Institutions to National Averages, by Academic Rank and Discipline

West Virginia Code Reference(s): §18B-7-8(a)(2)(D)(i), *Comparisons of faculty salaries at each organization to market averages.*

Highlights:

- In Fiscal Year 2015, faculty salaries across nearly all disciplines and ranks were below national averages, as is indicated by National Salary Index values less than 1.00. Faculty at the rank of Professor in the *Multi/Interdisciplinary Studies* discipline (CIP 30) have the lowest National Salary Index value in the state, at 0.63.
- Biological and biomedical sciences faculty at West Virginia public four-year (and higher) institutions earned between 3 and 26 percent more than their colleagues nationwide.

Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Four-Year Institutions to National Averages, by Academic Rank and Discipline

CIP Code and Discipline Academic Rank	Average Base Salary	Median	Minimum	Maximum	Head Count	National Salary Index*
01 Agriculture, Agriculture Operations and Related Sciences						
Professor	\$109,363	\$110,705	\$78,752	\$168,507	26	1.09
Associate Professor	\$79,737	\$71,969	\$48,077	\$164,352	25	1.03
Assistant Professor	\$60,294	\$61,969	\$40,692	\$72,000	23	0.87
Instructor	\$40,553	\$40,553	\$39,958	\$41,147	2	**
03 Natural Resources and Conservation						
Professor	\$86,607	\$82,130	\$65,811	\$152,305	11	0.88
Associate Professor	\$63,248	\$61,274	\$52,527	\$75,240	7	0.86
Assistant Professor	\$58,676	\$58,429	\$43,686	\$82,712	21	0.91
Instructor	\$45,908	\$45,908	\$45,908	\$45,908	1	0.84
05 Area, Ethnic, Cultural and Gender Studies						
Associate Professor	\$74,047	\$74,047	\$74,047	\$74,047	1	0.96
09 Communication, Journalism and Related Programs						
Professor	\$79,445	\$68,965	\$59,230	\$149,150	15	0.86
Associate Professor	\$67,267	\$61,902	\$56,581	\$105,393	20	0.96
Assistant Professor	\$55,378	\$53,827	\$42,000	\$88,865	32	0.96
Instructor	\$42,853	\$40,590	\$33,000	\$53,004	7	0.94
10 Communications Technologies/Technicians and Support Services						
Assistant Professor	\$52,926	\$52,926	\$52,926	\$52,926	1	0.88
11 Computer and Information Sciences and Support Services						
Professor	\$96,828	\$82,132	\$62,271	\$174,259	7	0.84
Associate Professor	\$78,475	\$77,839	\$59,988	\$92,513	15	0.85
Assistant Professor	\$61,751	\$63,150	\$43,184	\$77,885	13	0.77
Instructor	\$43,686	\$43,346	\$40,649	\$47,520	5	0.77
13 Education						
Professor	\$77,816	\$68,322	\$58,116	\$158,990	59	0.85
Associate Professor	\$67,686	\$62,160	\$53,801	\$185,520	65	0.97
Assistant Professor	\$53,518	\$52,956	\$42,000	\$69,703	81	0.90
Instructor	\$51,163	\$46,524	\$34,777	\$96,200	25	1.06
14 Engineering						
Professor	\$126,155	\$119,551	\$69,891	\$211,028	69	1.01
Associate Professor	\$97,625	\$95,840	\$73,191	\$180,480	37	1.07
Assistant Professor	\$79,506	\$84,125	\$58,008	\$109,599	73	1.04
Instructor	\$50,912	\$51,230	\$40,000	\$61,507	3	0.81

continued

Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Four-Year Institutions to National Averages, by Academic Rank and Discipline, continued.

CIP Code and Discipline Academic Rank	Average Base Salary	Median	Minimum	Maximum	Head Count	National Salary Index*
15 Engineering Technologies/Technicians						
Professor	\$73,240	\$68,472	\$67,800	\$85,470	5	0.76
Associate Professor	\$61,647	\$61,431	\$52,068	\$71,388	12	0.80
Assistant Professor	\$56,844	\$53,964	\$45,924	\$68,700	9	0.84
Instructor	\$41,508	\$41,508	\$41,508	\$41,508	1	0.78
16 Foreign Languages, Literatures and Linguistics						
Professor	\$72,696	\$67,094	\$62,804	\$102,130	10	0.81
Associate Professor	\$60,334	\$59,765	\$52,344	\$102,691	24	0.89
Assistant Professor	\$47,995	\$47,795	\$37,000	\$62,219	17	0.84
Instructor	\$36,332	\$33,025	\$31,507	\$48,907	12	0.84
19 Family and Consumer Sciences/Human Sciences						
Professor	\$90,199	\$90,199	\$82,916	\$97,482	2	0.94
Associate Professor	\$65,517	\$65,517	\$65,517	\$65,517	1	0.88
Assistant Professor	\$55,552	\$57,009	\$45,650	\$64,301	7	0.88
22 Legal Professions and Studies						
Professor	\$128,839	\$122,052	\$92,438	\$166,716	19	0.94
Associate Professor	\$106,815	\$108,507	\$82,400	\$133,425	13	1.03
23 English Language and Literature/Letters						
Professor	\$73,456	\$70,972	\$56,071	\$118,349	42	0.86
Associate Professor	\$59,404	\$59,158	\$50,421	\$73,000	50	0.90
Assistant Professor	\$50,067	\$48,540	\$44,040	\$58,830	37	0.90
Instructor	\$35,065	\$33,000	\$31,000	\$52,944	35	0.84
24 Liberal Arts and Sciences, General Studies and Humanities						
Professor	\$71,644	\$66,252	\$57,300	\$98,594	5	0.77
Assistant Professor	\$55,615	\$43,507	\$36,000	\$117,341	5	0.94
Instructor	\$67,447	\$72,188	\$42,507	\$78,360	6	**
25 Library Science						
Professor	\$71,601	\$72,215	\$64,432	\$77,542	4	0.82
Associate Professor	\$68,389	\$56,325	\$54,551	\$142,507	11	1.01
Assistant Professor	\$48,371	\$47,569	\$45,504	\$56,592	8	0.82
Instructor	\$47,916	\$47,916	\$47,916	\$47,916	1	**
26 Biological and Biomedical Sciences						
Professor	\$124,838	\$115,000	\$49,320	\$260,507	101	1.18
Associate Professor	\$86,168	\$81,371	\$48,501	\$160,034	73	1.11
Assistant Professor	\$68,387	\$60,897	\$25,504	\$150,507	78	1.03
Instructor	\$59,869	\$54,708	\$38,000	\$94,267	14	1.26
27 Mathematics and Statistics						
Professor	\$82,438	\$80,160	\$60,757	\$125,426	40	0.89
Associate Professor	\$64,939	\$62,424	\$33,600	\$95,954	25	0.91
Assistant Professor	\$54,639	\$53,010	\$40,504	\$75,507	38	0.88
Instructor	\$41,152	\$39,713	\$33,180	\$61,200	34	0.90
30 Multi/Interdisciplinary Studies						
Professor	\$68,260	\$68,260	\$60,420	\$76,100	2	0.63
Associate Professor	\$52,162	\$46,881	\$46,821	\$62,785	3	0.67
Assistant Professor	\$44,606	\$45,287	\$40,507	\$48,024	3	0.72
Instructor	\$41,336	\$41,336	\$41,336	\$41,336	1	0.84
31 Parks, Recreation, Leisure and Fitness Studies						
Professor	\$81,769	\$76,712	\$63,888	\$99,840	7	0.92
Associate Professor	\$66,712	\$66,067	\$58,616	\$84,507	12	0.95
Assistant Professor	\$54,254	\$53,507	\$46,286	\$65,473	19	0.91
Instructor	\$41,969	\$43,799	\$34,264	\$52,449	5	0.90

continued

Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Four-Year Institutions to National Averages, by Academic Rank and Discipline, continued.

<u>CIP Code and Discipline</u> <u>Academic Rank</u>	Average Base Salary	Median	Minimum	Maximum	Head Count	National Salary Index*
32 Basic Skills						
Associate Professor	\$56,280	\$56,280	\$56,280	\$56,280	1	**
Instructor	\$37,147	\$39,252	\$30,000	\$47,000	24	**
38 Philosophy and Religious Studies						
Professor	\$78,600	\$71,738	\$58,942	\$108,236	7	0.85
Associate Professor	\$70,739	\$71,631	\$55,061	\$85,365	7	1.03
Assistant Professor	\$48,247	\$48,006	\$43,500	\$53,440	6	0.84
40 Physical Sciences						
Professor	\$86,840	\$83,653	\$57,940	\$140,000	53	0.89
Associate Professor	\$68,411	\$64,079	\$50,968	\$103,331	38	0.93
Assistant Professor	\$59,295	\$58,011	\$41,835	\$75,507	59	0.94
Instructor	\$41,304	\$40,008	\$30,008	\$53,752	7	0.86
42 Psychology						
Professor	\$76,981	\$74,000	\$987	\$130,800	27	0.82
Associate Professor	\$67,212	\$61,053	\$54,341	\$127,026	25	0.95
Assistant Professor	\$56,637	\$51,954	\$40,307	\$106,188	26	0.95
Instructor	\$45,457	\$45,457	\$45,457	\$45,457	1	0.97
43 Security and Protective Services						
Professor	\$82,300	\$74,556	\$63,480	\$108,864	3	0.89
Associate Professor	\$73,335	\$62,706	\$59,481	\$110,507	8	1.04
Assistant Professor	\$53,058	\$52,728	\$42,000	\$74,770	18	0.90
Instructor	\$43,817	\$44,507	\$41,487	\$45,457	3	0.91
44 Public Administration and Social Service Professions						
Professor	\$85,077	\$79,046	\$60,321	\$121,524	23	0.86
Associate Professor	\$71,898	\$69,007	\$54,657	\$130,551	65	0.96
Assistant Professor	\$58,494	\$54,746	\$44,164	\$97,333	67	0.93
Instructor	\$46,868	\$45,507	\$25,504	\$81,579	59	0.93
45 Social Sciences						
Professor	\$81,437	\$74,211	\$59,868	\$140,682	32	0.84
Associate Professor	\$63,481	\$62,090	\$50,494	\$98,135	48	0.86
Assistant Professor	\$50,623	\$50,352	\$38,358	\$70,867	39	0.80
Instructor	\$39,734	\$37,594	\$34,393	\$59,016	9	0.84
50 Visual and Performing Arts						
Professor	\$76,172	\$71,666	\$54,448	\$149,582	59	0.91
Associate Professor	\$59,874	\$58,385	\$24,480	\$105,825	53	0.91
Assistant Professor	\$49,582	\$50,824	\$39,957	\$63,841	63	0.90
Instructor	\$43,276	\$41,222	\$35,700	\$65,504	14	0.96
51 Health Professions and Related Clinical Sciences						
Professor	\$113,538	\$106,004	\$7,345	\$396,624	233	1.06
Associate Professor	\$76,462	\$67,902	\$11,286	\$266,664	273	0.93
Assistant Professor	\$55,089	\$47,798	\$10,000	\$220,507	616	0.80
Instructor	\$49,259	\$47,238	\$20,880	\$90,000	43	0.83
52 Business, Management, Marketing and Related Support Services						
Professor	\$123,197	\$108,843	\$62,246	\$245,507	48	0.96
Associate Professor	\$103,059	\$98,099	\$51,302	\$179,429	80	0.94
Assistant Professor	\$90,239	\$84,772	\$44,376	\$175,507	72	0.85
Instructor	\$52,724	\$48,008	\$36,887	\$81,524	15	0.80

continued

Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Four-Year Institutions to National Averages, by Academic Rank and Discipline, continued.

<u>CIP Code and Discipline</u> <u>Academic Rank</u>	Average Base Salary	Median	Minimum	Maximum	Head Count	National Salary Index*
54 History						
Professor	\$75,500	\$72,840	\$54,207	\$108,602	17	0.86
Associate Professor	\$59,066	\$55,380	\$50,236	\$90,507	25	0.89
Assistant Professor	\$50,484	\$51,024	\$40,000	\$60,753	17	0.90
Instructor	\$39,529	\$39,586	\$37,607	\$41,336	4	0.89

Sources:

- 1) *HEPC internal data system; and*
- 2) *Author calculations using data from: Faculty in Higher Education Salary Survey for Two-Year Community and Technical Colleges, by Discipline, Rank and Tenure Status in Four-Year Colleges and Universities. Research report. Knoxville, TN: CUPA-HR, March 2015. Available from <http://www.cupahr.org/surveys/results.aspx>.*

*The National Salary Index was calculated by dividing the average institutional faculty salary for each academic rank by the average salary at the corresponding rank for all public institutions nationally within the same sector. The national salary data used in these calculations were obtained from the College and University Professional Association for Human Resources (CUPA-HR), as referenced above. An index value greater than one indicates an average salary higher than the national average, while a value lower than one indicates an average salary that is below the national average.

**National data were unavailable for this faculty rank or discipline.

Comparison of Average Annual Base Salaries of Full-Time Faculty at West Virginia Public Two-Year Institutions to National Averages, by Academic Rank and Discipline

West Virginia Code Reference(s): §18B-7-8(a)(2)(D)(i), *Comparisons of faculty salaries at each organization to market averages.*

Highlights:

- A majority of faculty in West Virginia's Community and Technical College System earned significantly less than their colleagues across the country. This is evidenced by National Salary Index values of less than 1.00 in all but three academic disciplines – *Communications Technologies/Technicians* and *Support Services, Family and Consumer Sciences/Human Sciences*, and *Engineering*.
- Faculty in the *Area, Ethnic, Cultural and Gender Studies* and the *Public Administration and Social Service Professions* disciplines had the lowest National Salary Index Values at 0.48 and 0.58, respectively.

Comparison of Average Annual Salaries of Full-Time Faculty at West Virginia Public Two-Year Institutions to National Averages, by Primary Academic Discipline

CIP Code and Discipline	Average Base Salary	Median	Minimum	Maximum	Head Count	National Salary Index*
05 Area, Ethnic, Cultural and Gender Studies	\$33,179	\$33,179	\$33,179	\$33,179	1	0.48
09 Communication, Journalism and Related Programs	\$53,977	\$50,492	\$35,384	\$79,539	4	0.92
10 Communications Technologies/Technicians and Support Services	\$72,499	\$69,549	\$56,948	\$90,999	3	1.21
11 Computer and Information Sciences and Support Services	\$46,978	\$43,144	\$31,533	\$87,215	19	0.76
12 Personal and Culinary Services	\$40,420	\$36,544	\$32,037	\$57,388	6	0.71
13 Education	\$47,952	\$45,878	\$32,037	\$89,693	26	0.77
14 Engineering	\$62,719	\$50,650	\$42,612	\$110,184	8	1.02
15 Engineering Technologies/Technicians	\$53,490	\$50,751	\$32,037	\$106,164	46	0.86
16 Foreign Languages, Literatures and Linguistics	\$40,304	\$40,824	\$37,536	\$42,552	3	0.64
19 Family and Consumer Sciences/Human Sciences	\$61,506	\$59,976	\$30,006	\$90,120	7	1.03
22 Legal Professions and Studies	\$59,575	\$59,575	\$52,454	\$66,696	2	0.86
23 English Language and Literature/Letters	\$52,294	\$45,831	\$33,000	\$112,117	33	0.88
24 Liberal Arts and Sciences, General Studies and Humanities	\$56,172	\$51,945	\$35,204	\$89,424	31	0.95
26 Biological and Biomedical Sciences	\$43,355	\$41,004	\$34,537	\$57,972	17	0.71
27 Mathematics and Statistics	\$46,825	\$45,042	\$34,004	\$71,304	25	0.78
30 Multi/Interdisciplinary Studies	\$54,222	\$54,222	\$52,860	\$55,583	2	0.88
31 Parks, Recreation, Leisure and Fitness Studies	\$60,204	\$60,204	\$60,204	\$60,204	1	0.96
32 Basic Skills	\$48,559	\$40,824	\$34,137	\$134,140	17	0.85
34 Health-related Knowledge and Skills	\$86,080	\$73,643	\$68,868	\$128,168	4	**
38 Philosophy and Religious Studies	\$54,467	\$55,258	\$42,267	\$68,220	9	0.87
40 Physical Sciences	\$48,041	\$47,688	\$35,350	\$68,880	17	0.78
41 Science Technologies/Technicians	\$52,152	\$50,417	\$40,189	\$63,904	5	0.78
42 Psychology	\$46,156	\$47,640	\$35,190	\$54,819	7	0.73
43 Security and Protective Services	\$48,279	\$47,508	\$32,037	\$62,700	9	0.79
44 Public Administration and Social Service Professions	\$34,004	\$34,004	\$34,004	\$34,004	1	0.58
45 Social Sciences	\$43,152	\$41,879	\$34,257	\$63,974	20	0.70
46 Construction Trades	\$63,991	\$63,991	\$63,991	\$63,991	1	**

continued

Comparison of Average Annual Salaries of Full-Time Faculty at West Virginia Public Two-Year Institutions to National Averages, by Primary Academic Discipline, continued.

CIP Code and Discipline	Average Base Salary	Median	Minimum	Maximum	Head Count	National Salary Index*
47 Mechanic and Repair Technologies/Technicians	\$38,182	\$37,859	\$32,504	\$44,182	3	0.66
48 Precision Production	\$49,868	\$52,508	\$40,000	\$55,000	8	0.91
49 Transportation and Materials Moving	\$50,408	\$50,408	\$46,263	\$54,552	2	0.96
50 Visual and Performing Arts	\$54,124	\$54,369	\$39,930	\$67,827	4	0.88
51 Health Professions and Related Clinical Sciences	\$50,457	\$48,617	\$31,533	\$97,296	139	0.84
52 Business, Management, Marketing and Related Support Services	\$57,067	\$54,732	\$33,500	\$120,400	69	0.91
54 History	\$46,078	\$46,078	\$46,078	\$46,078	1	0.74

Sources:

- 1) HEPC internal data system; and
- 2) Author calculations using data from: *Faculty in Higher Education Salary Survey for Two-Year Community and Technical Colleges, by Discipline, for the 2014-15 Academic Year*. Research report. Knoxville, TN: CUPA-HR, March 2015. Available from <http://www.cupahr.org/surveys/results.aspx>.

*The National Salary Index was calculated by dividing the average institutional faculty salary for each academic rank by the average salary at the corresponding rank for all public institutions nationally within the same sector. The national salary data used in these calculations were obtained from the College and University Professional Association for Human Resources (CUPA-HR), as referenced above. An index value greater than one indicates an average salary higher than the national average, while a value lower than one indicates an average salary that is below the national average.

**National data were unavailable for this faculty rank or discipline.

Number of FTE Employees Receiving a Salary Increase and Average Amount of Annual Salary Increase per FTE Employee by Employee Category, Including Faculty Promotions in Rank

West Virginia Code Reference(s): §18B-7-8(a)(2)(C)(i), *Average amount of annual salary increase per full-time equivalent organization employee.*

Highlights:

- West Virginia's public four-year institutions awarded salary increases to 5,644.25 full-time equivalent (FTE) employees in Fiscal Year 2015. The average increase statewide was \$2,121. Two-year institutions awarded an average salary increase of \$1,573 to 681.21 FTE employees.
- An average salary increase of \$1,044 was awarded to 2,635.93 classified employees in the four-year system, while 336.21 classified employees in the two year system received average salary increases of \$1,091.

Number of FTE Employees Receiving a Salary Increase and Average Amount of Annual Salary Increase per FTE Employee by Employee Category, Including Faculty Promotions in Rank

	Faculty / FEAP*		Classified		Non-Classified		Total	
	FTE	Average Increase	FTE	Average Increase	FTE	Average Increase	FTE	Average Increase
WV Four-Year (or Higher) Public Institutions	2,157.02	\$3,024	2,635.93	\$1,044	851.30	\$3,168	5,644.25	\$2,121
Bluefield State College	5.00	\$5,522	0.00	.	0.00	.	5.00	\$5,522
Concord University	6.00	\$7,295	68.00	\$1,177	0.00	.	74.00	\$1,673
Fairmont State University	8.00	\$6,144	108.97	\$915	0.00	.	116.97	\$1,273
Glenville State College	4.00	\$5,095	0.00	.	0.00	.	4.00	\$5,095
Marshall University	29.53	\$8,184	0.00	.	0.00	.	29.53	\$8,184
Shepherd University	14.00	\$5,540	0.00	.	0.00	.	14.00	\$5,540
West Liberty University	139.00	\$680	46.00	\$996	0.00	.	185.00	\$759
West Virginia School of Osteopathic Medicine	18.00	\$7,693	86.00	\$535	1.00	\$46,336	105.00	\$2,198
West Virginia State University	10.00	\$4,401	47.00	\$847	8.00	\$16,643	65.00	\$3,338
West Virginia University	1,923.49	\$3,008	2,279.96	\$1,070	842.30	\$2,989	5,045.75	\$2,129
WV Two-Year Public Institutions	292.00	\$2,223	336.21	\$1,091	53.00	\$1,044	681.21	\$1,573
Blue Ridge Community and Technical College	33.00	\$3,576	33.92	\$656	4.00	\$419	70.92	\$2,002
BridgeValley Community and Technical College	43.00	\$2,818	39.83	\$1,010	0.00	.	82.83	\$1,949
Eastern WV Community and Technical College	14.00	\$1,462	20.40	\$918	6.00	\$1,640	40.40	\$1,214
Mountwest Community and Technical College	67.00	\$2,897	50.00	\$2,431	13.00	\$1,313	130.00	\$2,559
New River Community and Technical College	57.00	\$853	65.00	\$987	15.00	\$778	137.00	\$909
WV Northern Community and Technical College	53.00	\$727	60.83	\$801	15.00	\$1,004	128.83	\$794
Pierpont Community and Technical College	8.00	\$4,801	15.35	\$868	0.00	.	23.35	\$2,215
Southern WV Community and Technical College	8.00	\$3,846	0.00	.	0.00	.	8.00	\$3,846
WVU at Parkersburg	9.00	\$4,343	50.88	\$740	0.00	.	59.88	\$1,282

Source: Institutional data submissions.

* Faculty Equivalent / Academic Professional

Employee Salaries as a Percentage of Operating Expenses

West Virginia Code Reference(s): §18B-7-8(a)(2)(C)(ii), *Total amount of organization employee salaries as a percent of operating expenses.*

Highlights:

- Employee salaries as a percentage of institutional operating expenses ranged from a low 32.2 percent at Pierpont Community and Technical College to a high of 50.4 percent at the West Virginia School of Osteopathic Medicine (WVSOM). Excluding WVSOM, Bluefield State College had the highest proportion of salaries to operating expenses in the state, with 49.7 percent of its total operating cost being used for salary and wages in Fiscal Year 2015.

<i>Employee Salaries as a Percentage of Operating Expenses</i>			
	Salary and Wages	Institutional Operating Expenses	Percentage
WV Four-Year (or Higher) Public Institutions	\$751,912,063	\$1,609,205,654	46.7%
Bluefield State College	\$11,311,695	\$22,749,513	49.7%
Concord University	\$16,885,298	\$39,868,790	42.4%
Fairmont State University	\$26,780,653	\$62,686,548	42.7%
Glenville State College	\$10,986,303	\$26,384,642	41.6%
Marshall University	\$125,808,823	\$269,434,463	46.7%
Shepherd University	\$26,211,670	\$59,427,056	44.1%
West Liberty University	\$18,234,730	\$40,532,090	45.0%
West Virginia School of Osteopathic Medicine	\$19,397,351	\$38,466,544	50.4%
West Virginia State University	\$22,494,540	\$48,133,008	46.7%
West Virginia University	\$473,801,000	\$1,001,523,000	47.3%
WV Two-Year Public Institutions	\$71,545,782	\$168,024,913	42.6%
Blue Ridge Community and Technical College	\$7,865,001	\$18,830,979	41.8%
BridgeValley Community and Technical College	\$11,002,470	\$25,920,117	42.4%
Eastern WV Community and Technical College	\$2,417,405	\$6,208,023	38.9%
Mountwest Community and Technical College	\$7,257,855	\$15,795,208	45.9%
New River Community and Technical College	\$9,087,651	\$19,477,436	46.7%
WV Northern Community and Technical College	\$6,791,686	\$15,968,913	42.5%
Pierpont Community and Technical College	\$6,942,928	\$21,565,283	32.2%
Southern WV Community and Technical College	\$8,530,786	\$19,835,954	43.0%
WVU at Parkersburg	\$11,650,000	\$24,423,000	47.7%

Source: FY2015 audited financial statements.

Employer Benefit Costs as a Percentage of Cash Compensation

West Virginia Code Reference(s): §18B-7-8(a)(2)(C)(iii), *Total amount of organization employee benefit costs as a percent of cash compensation.*

Highlights:

- Employer benefit costs as a percentage of cash compensation were generally higher among four-year institutions compared to institutions in the two-year system. Benefit costs averaged 30.0 percent of salary and wage expenditures among four-year institutions and 25.9 percent among community and technical colleges.

<i>Employer Benefit Costs as a Percentage of Cash Compensation</i>			
	Employer Benefit Costs	Salary and Wages	Percentage
WV Four-Year (or Higher) Public Institutions	\$225,241,614	\$751,912,063	30.0%
Bluefield State College	\$3,124,471	\$11,311,695	27.6%
Concord University	\$4,318,301	\$16,885,298	25.6%
Fairmont State University	\$8,536,848	\$26,780,653	31.9%
Glenville State College	\$3,385,809	\$10,986,303	30.8%
Marshall University	\$37,368,897	\$125,808,823	29.7%
Shepherd University	\$6,508,277	\$26,211,670	24.8%
West Liberty University	\$4,759,978	\$18,234,730	26.1%
West Virginia School of Osteopathic Medicine	\$4,456,886	\$19,397,351	23.0%
West Virginia State University	\$6,157,147	\$22,494,540	27.4%
West Virginia University	\$146,625,000	\$473,801,000	30.9%
WV Two-Year Public Institutions	\$18,495,649	\$71,545,782	25.9%
Blue Ridge Community and Technical College	\$1,903,778	\$7,865,001	24.2%
BridgeValley Community and Technical College	\$2,575,257	\$11,002,470	23.4%
Eastern WV Community and Technical College	\$572,924	\$2,417,405	23.7%
Mountwest Community and Technical College	\$1,903,168	\$7,257,855	26.2%
New River Community and Technical College	\$2,232,612	\$9,087,651	24.6%
WV Northern Community and Technical College	\$1,950,409	\$6,791,686	28.7%
Pierpont Community and Technical College	\$1,634,916	\$6,942,928	23.5%
Southern WV Community and Technical College	\$2,584,585	\$8,530,786	30.3%
WVU at Parkersburg	\$3,138,000	\$11,650,000	26.9%

Source: FY2015 audited financial statements.

Other System Metrics

Number of Employees by Employee Category

West Virginia Code Reference(s): §18B-7-8(a)(2)(F), *Other measures the commission or council considers appropriate to assist policymakers in evaluating the degree of success in implementing best human resources practices by higher education organizations.*

Highlights:

- West Virginia's public four-year colleges and universities employed 10,965 personnel in Fiscal Year 2015, while the state's two-year institutions employed 1,315 individuals during the same period.
- Faculty constituted the largest group of employees in both systems. Approximately 46 percent of the employees at four-year institutions were classified as faculty, while 48 percent were identified as faculty in the two-year system.
- Eastern West Virginia Community and Technical College was the smallest employer among all public institutions, with 43.40 full-time equivalent (FTE) employees. West Virginia University and Marshall University were the largest employers with 6,392.00 and 1,743.51 FTE employees, respectively.

Number of Employees by Employee Category*

	Faculty / FEAP**		Non-Classified		Classified		Total	
	FTE	Head Count	FTE	Head Count	FTE	Head Count	FTE	Head Count
WV Four-Year (or Higher) Public Institutions	4,695.77	5,027	1,549.18	1,546	4,233.87	4,392	10,478.82	10,965
Bluefield State College	77.00	77	22.00	22	89.30	90	188.30	189
Concord University	113.50	114	38.79	40	112.48	113	264.77	267
Fairmont State University	165.00	165	74.57	75	175.10	192	414.67	431
Glenville State College	65.00	65	41.51	42	92.68	93	199.19	200
Marshall University	914.18	925	208.99	210	620.34	623	1,743.51	1,758
Shepherd University	173.00	173	57.00	57	223.00	281	453.00	511
West Liberty University	132.00	132	58.00	58	104.00	104	294.00	294
West Virginia School of Osteopathic Medicine	59.09	62	50.00	50	146.10	147	255.19	259
West Virginia State University	106.00	106	53.32	40	114.87	148	274.19	294
West Virginia University	2,891.00	3,208	945.00	952	2,556.00	2,601	6,392.00	6,761
WV Two-Year Public Institutions	596.13	597	140.00	141	552.71	577	1,288.84	1,315
Blue Ridge Community and Technical College	82.00	82	12.00	13	53.25	64	147.25	159
BridgeValley Community and Technical College	100.13	101	18.00	18	62.75	63	180.88	182
Eastern WV Community and Technical College	15.00	15	6.00	6	22.40	23	43.40	44
Mountwest Community and Technical College	68.00	68	13.00	13	52.00	52	133.00	133
New River Community and Technical College	59.00	59	15.00	15	77.00	77	151.00	151
WV Northern Community and Technical College	52.00	52	16.00	16	64.83	67	132.83	135
Pierpont Community and Technical College	64.00	64	13.00	13	33.81	38	110.81	115
Southern WV Community and Technical College	73.00	73	18.00	18	83.14	85	174.14	176
WVU at Parkersburg	83.00	83	29.00	29	103.53	108	215.53	220

Source: Institutional data submissions.

* Excluding temporary/adjunct faculty.

** Faculty Equivalent / Academic Professional

Benefits-Eligible Non-Classified Employees as a Percentage of the Total Number of Classified and Non-Classified Employees, Excluding Athletic Coaches, at West Virginia Public Two- and Four-Year Institutions

West Virginia Code Reference(s): §18B-7-11(a), *Notwithstanding any provision of this code to the contrary, by July 1, 2016, the percentage of personnel placed in the category of nonclassified at a higher education organization may not exceed twenty-five percent of the total number of classified and nonclassified employees of that organization as those terms are defined in section two, article nine-a of this chapter and who are eligible for membership in a state retirement system of the State of West Virginia or other retirement plan authorized by the state. An institution may not have more than ten percent of its total number of classified and nonclassified employees in positions considered by the president to be critical to the institution pursuant to said section two, article nine-a of this chapter.*

Highlights:

- West Virginia Code states that the percentage of non-classified employees must not exceed 25 percent of the total number of classified and non-classified employees within an institution, excluding athletic coaches. This requirement became effective July 1, 2016. In Fiscal Year 2015, this percentage was above the state-prescribed limit at six institutions: Fairmont State University, Glenville State College, West Liberty University, West Virginia State University, West Virginia University, and Pierpont Community and Technical College.
- State Code also requires institutions to limit the number of employees identified as "Critical to the Institution" to no more than 10 percent of the total number of classified and non-classified employees, excluding athletic coaches. In Fiscal Year 2015, five institutions exceeded this limit: Fairmont State University, Glenville State College, Marshall University, West Liberty University, and WVU at Parkersburg.

Benefits-Eligible Non-Classified Employees as a Percentage of the Total Number of Classified (C) and Non-Classified (NC) Employees, Excluding Athletic Coaches, at West Virginia Public Two- and Four-Year Institutions*

	Total C and NC Headcount, Excluding Coaches	Non-Classified Employee Headcount				Percent Non-Classified	Percent Critical
		Reports to CEO	Policy-making	Critical to the Institution	Total		
WV Four-Year (or Higher) Public Institutions	5,747	124	843	553	1,520	26.2%*	9.4%
Bluefield State College	108	10	12	0	22	20.4%	0.0%
Concord University	127	8	17	1	26	20.5%	0.8%
Fairmont State University	228	12	15	48	75	32.9%*	21.1%**
Glenville State College	126	16	9	14	39	31.0%*	11.1%**
Marshall University	829	10	63	134	207	25.0%	16.2%**
Shepherd University	277	8	42	5	55	19.9%	1.8%
West Liberty University	143	8	30	18	56	39.2%*	12.6%**
West Virginia School of Osteopathic Medicine	199	4	41	0	45	22.6%	0.0%
West Virginia State University	160	6	40	0	46	28.8%*	0.0%
West Virginia University	3,550	42	574	333	949	26.7%*	9.4%
WV Two-Year Public Institutions	667	62	54	19	135	20.2%	2.8%
Blue Ridge Community and Technical College	54	2	9	2	13	24.1%	3.7%
BridgeValley Community and Technical College	81	13	5	0	18	22.2%	0.0%
Eastern WV Community and Technical College	29	5	1	0	6	20.7%	0.0%
Mountwest Community and Technical College	63	6	4	0	10	15.9%	0.0%
New River Community and Technical College	84	8	7	0	15	17.9%	0.0%
Pierpont Community and Technical College	38	8	5	0	13	34.2%*	0.0%
Southern WV Community and Technical College	98	8	5	0	13	13.3%	0.0%
WV Northern Community College	88	5	11	2	18	20.5%	2.3%
WVU at Parkersburg	132	7	7	15	29	22.0%	11.4%**

Source: Institutional data submissions.

* Value exceeds 25.0% (See West Virginia Code §18B-7-11)

** Value exceeds 10.0% (See West Virginia Code §18B-7-11)

Number of Full-Time Faculty by Appointment Status

Policy Reference(s): Title 133 and Title 135, Series 9, Procedural Rule, Academic Freedom, Professional Responsibility, Promotion and Tenure, Section 3.2.2

Highlights:

- Nearly two-thirds of full-time faculty at West Virginia public four-year colleges and universities had been awarded tenure or were serving in tenure-track positions in Fiscal Year 2015. By comparison, less than 15 percent of full-time faculty in the state's community and technical colleges were tenured or tenure-track.
- All but 17 of the state's clinical-track faculty were employed by Marshall University and West Virginia University. WVU employed 634 clinical-track faculty while the remaining 103 served on the Marshall faculty.
- The West Virginia Council for Community and Technical College Education limits the number of tenured and tenure-track faculty within the two-year system to no more than 20 percent of the full-time faculty employed by an institution. In Fiscal Year 2015, 26.9 percent of the West Virginia Northern Community and Technical College faculty and 31.2 percent of those at WVU at Parkersburg were tenured or tenure-track.

Number of Full-Time Faculty by Appointment Status								
	Total	Tenured	Tenure Track	Clinical Track	Librarian Track	Term	Instructional Specialist	FEAP*
WV Four-Year (or Higher) Public Institutions	3,762	1,577	806	754	73	385	23	0
Bluefield State College	77	40	17	3	0	17	0	0
Concord University	113	65	28	0	0	20	0	0
Fairmont State University	165	82	36	0	4	24	19	0
Glenville State College	65	35	20	0	0	0	0	0
Marshall University	894	393	186	103	18	87	0	0
Shepherd University	173	81	48	14	4	1	0	0
West Liberty University	143	49	41	0	0	53	0	0
West Virginia School of Osteopathic Medicine	59	25	30	0	0	0	4	0
West Virginia State University	127	91	13	0	4	17	0	0
West Virginia University	1,946	716	387	634	43	166	0	0
WV Two-Year Public Institutions	576	83	1	0	1	482	62	0
Blue Ridge Community and Technical College	82	2	0	0	0	80	0	0
BridgeValley Community and Technical College	101	5	0	0	0	96	14	0
Eastern WV Community and Technical College	0	0	0	0	0	12	2	0
Mountwest Community and Technical College	68	9	0	0	1	48	10	0
New River Community and Technical College	59	9	0	0	0	50	19	0
WV Northern Community and Technical College	52	14	0	0	0	33	5	0
Pierpont Community and Technical College	64	7	1	0	0	56	0	0
Southern WV Community and Technical College	73	13	0	0	0	60	6	0
WVU at Parkersburg	77	24	0	0	0	47	6	0

Source: Institutional data submissions.

* Faculty Equivalent / Academic Professional

Percentage of Faculty who are Tenured or Tenure Track, by Institution

	Total Faculty Head Count	Tenured		Tenure Track		Tenured and Tenure- Track Combined	
		Head Count	Percent	Head Count	Percent	Head Count	Percent
WV Four-Year (or Higher) Public Institutions	3,762	1,577	41.9%	806	21.4%	2,383	63.3%
Bluefield State College	77	40	51.9%	17	22.1%	57	74.0%
Concord University	113	65	57.5%	28	24.8%	93	82.3%
Fairmont State University	165	82	49.7%	36	21.8%	118	71.5%
Glenville State College	65	35	53.8%	20	30.8%	55	84.6%
Marshall University	894	393	44.0%	186	20.8%	579	64.8%
Shepherd University	173	81	46.8%	48	27.7%	129	74.6%
West Liberty University	143	49	34.3%	41	28.7%	90	62.9%
West Virginia School of Osteopathic Medicine	59	25	42.4%	30	50.8%	55	93.2%
West Virginia State University	127	91	71.7%	13	10.2%	104	81.9%
West Virginia University	1,946	716	36.8%	387	19.9%	1,103	56.7%
WV Two-Year Public Institutions	576	83	14.4%	1	0.2%	84	14.6%
Blue Ridge Community and Technical College	82	2	2.4%	0	0.0%	2	2.4%
BridgeValley Community and Technical College	101	5	5.0%	0	0.0%	5	5.0%
Eastern WV Community and Technical College	0	0	.	0	.	0	.
Mountwest Community and Technical College	68	9	13.2%	0	0.0%	9	13.2%
New River Community and Technical College	59	9	15.3%	0	0.0%	9	15.3%
WV Northern Community and Technical College	52	14	26.9%	0	0.0%	14	26.9%
Pierpont Community and Technical College	64	7	10.9%	1	1.6%	8	12.5%
Southern WV Community and Technical College	73	13	17.8%	0	0.0%	13	17.8%
WVU at Parkersburg	77	24	31.2%	0	0.0%	24	31.2%

Source: Institutional data submissions.

Faculty with Term Appointments, by Institution

Policy Reference(s): Title 133, Series 9, Procedural Rule, Academic Freedom, Professional Responsibility, Promotion and Tenure, Section 3.2.5

Highlights:

- The West Virginia Higher Education Policy Commission limits the number of full-time faculty with term appointments to no more than 10 percent of the total number of full-time faculty at the institution. Five of the state's four-year institutions exceeded this limit in Fiscal Year 2015: Bluefield State College, Concord University, Fairmont State University, West Liberty University and West Virginia State University. Most notable among these is West Liberty University, where 37.1 percent, or 53 of the institution's 143 full-time faculty served term appointments in Fiscal Year 2015.
- Glenville State College and the West Virginia School of Osteopathic Medicine had no faculty serving term appointments, while Shepherd University had only one.

Percentage of Faculty on Term Appointments, by Institution			
	Total Faculty Head Count	Faculty with Term Appointments	
		Head Count	Percent
WV Four-Year (or Higher) Public Institutions	3,762	385	10.2%
Bluefield State College	77	17	22.1%
Concord University	113	20	17.7%
Fairmont State University	165	24	14.5%
Glenville State College	65	0	0.0%
Marshall University	894	87	9.7%
Shepherd University	173	1	0.6%
West Liberty University	143	53	37.1%
West Virginia School of Osteopathic Medicine	59	0	0.0%
West Virginia State University	127	17	13.4%
West Virginia University	1,946	166	8.5%

Source: Institutional data submissions.

Employee Grievances

West Virginia Code Reference(s): §18B-7-8(a)(2)(F), *Other measures the commission or council considers appropriate to assist policymakers in evaluating the degree of success in implementing best human resources practices by higher education organizations.*

Highlights:

- Public higher education employees filed a total of 75 new grievances during Fiscal Year 2015, 64 of which originated in the four-year system.
- Among the state's four-year (or higher) public institutions, 33 grievances remained active or unresolved, 47 were settled or resolved, and 15 were decided by an administrative law judge at the end of the fiscal year. Within the two-year system, 2 remained active, 8 were settled or resolved, and 2 were decided by an administrative law judge.
- Mountwest Community and Technical College employees filed a total of four grievances in Fiscal Year 2015, the most of any institution in the public two-year system.
- West Virginia University employees filed the largest number of grievances of any institution statewide, which amounts to one grievance for every 178 employees. By comparison, Bluefield State College employees filed 10 grievances, or one for every 24 employees.

<i>Summary of Employee Grievances</i>				
	New Grievances Filed	Active Grievances*	Grievances Settled or Resolved*	Grievances Decided by Administrative Law Judge*
WV Four-Year (or Higher) Public Institutions	64	33	47	15
Bluefield State College	10	1	4	5
Concord University	3	0	3	0
Fairmont State University	2	0	2	0
Glenville State College	0	0	0	0
Marshall University	0	3	2	1
Shepherd University	1	0	0	0
West Liberty University	6	3	1	2
West Virginia School of Osteopathic Medicine	2	0	2	0
West Virginia State University	2	0	2	2
West Virginia University	38	26	31	5
WV Two-Year Public Institutions	11	2	8	2
Blue Ridge Community and Technical College	0	0	0	0
BridgeValley Community and Technical College	0	0	0	0
Eastern WV Community and Technical College	0	0	0	0
Mountwest Community and Technical College	4	1	3	0
New River Community and Technical College	3	0	2	1
WV Northern Community and Technical College	0	0	0	0
Pierpont Community and Technical College	1	0	1	0
Southern WV Community and Technical College	2	1	1	1
WVU at Parkersburg	1	0	1	0

Source: Institutional data submissions.

*Value may include grievances filed in a prior fiscal year.

Number of Grant-Funded Employees by Employee Classification

West Virginia Code Reference(s): §18B-7-8(a)(2)(F), *Other measures the commission or council considers appropriate to assist policymakers in evaluating the degree of success in implementing best human resources practices by higher education organizations.*

Highlights:

- Altogether, 680 public higher education employees were compensated with grant dollars in Fiscal Year 2015, 446 in the four-year system and 234 at two-year institutions.
- Among the state's public four-year institutions, West Virginia University employed the greatest number of personnel, 321, using grant dollars, followed by Marshall University with 47.
- In the two-year system, BridgeValley Community and Technical College and WVU at Parkersburg employ the most personnel with grant funds, with 48 and 40 grant-funded employees, respectively.

Number of Grant-Funded Employees by Employee Classification

	Faculty / FEAP*		Non-Classified		Classified		Total	
	FTE	Head Count	FTE	Head Count	FTE	Head Count	FTE	Head Count
WV Four-Year (or Higher) Public Institutions	221.52	273	56.27	63	102.53	110	380.32	446
Bluefield State College	6.00	6	3.15	4	20.12	21	29.27	31
Concord University	0.00	0	2.00	2	6.00	6	8.00	8
Fairmont State University	4.72	5	0.50	1	0.00	0	5.22	6
Glenville State College	0.09	1	4.00	4	0.00	0	4.09	5
Marshall University	12.30	30	8.90	11	2.60	6	23.8	47
Shepherd University	4.40	9	0.00	0	1.00	1	5.40	10
West Liberty University	1.00	1	0.00	0	0.00	0	1.00	1
West Virginia School of Osteopathic Medicine	0.36	1	4.00	4	2.70	3	7.06	8
West Virginia State University	0.00	0	1.00	1	8.00	8	9.00	9
West Virginia University	192.65	220	32.72	36	62.11	65	287.48	321
WV Two-Year Public Institutions	124.53	137	16.85	23	64.27	74	205.65	234
Blue Ridge Community and Technical College	24.00	24	4.50	5	3.00	3	31.50	32
BridgeValley Community and Technical College	30.31	36	1.12	3	9.00	9	40.43	48
Eastern WV Community and Technical College	1.00	1	1.00	1	2.45	3	4.45	5
Mountwest Community and Technical College	18.75	19	1.45	2	6.95	9	27.15	30
New River Community and Technical College	13.40	15	0.00	0	3.00	4	16.40	19
WV Northern Community and Technical College	5.00	5	0.50	1	7.55	9	13.05	15
Pierpont Community and Technical College	8.01	9	1.60	2	5.20	6	14.81	17
Southern WV Community and Technical College	10.31	11	4.33	5	9.91	12	24.55	28
WVU at Parkersburg	13.75	17	2.35	4	17.21	19	33.31	40

Source: Institutional data submissions.

* Faculty Equivalent / Academic Professional

Reduction and Elimination of Positions

West Virginia Code Reference(s): §18B-7-8(a)(2)(F), *Other measures the commission or council considers appropriate to assist policymakers in evaluating the degree of success in implementing best human resources practices by higher education organizations.*

Highlights:

- The state's public colleges and universities eliminated 117 vacant positions in Fiscal Year 2015. A majority of these reductions occurred at Marshall University, where 42 vacant positions were eliminated, and West Virginia State University, which cut 36 vacant positions.
- Southern West Virginia Community and Technical College eliminated the greatest number of positions among the two-year institutions. In fact, nearly two-thirds of all position reductions in the Community and Technical College System occurred at Southern, where 16 vacant positions were eliminated.
- Statewide, 236 vacant positions remained on hold or unfilled at the end of Fiscal Year 2015.
- West Virginia State University was the only institution to eliminate positions through reductions in force or layoffs in Fiscal Year 2015. During that period, 33 positions were eliminated.

<i>Reduction and Elimination of Positions</i>			
	Vacant Positions Eliminated	Vacancies Held (Holding Not Filled)	Positions Eliminated via Reduction in Force or Layoff
WV Four-Year (or Higher) Public Institutions	92	210	33
Bluefield State College	0	0	0
Concord University	1	6	0
Fairmont State University	0	0	0
Glenville State College	0	0	0
Marshall University	42	151	0
Shepherd University	13	19	0
West Liberty University	0	0	0
West Virginia School of Osteopathic Medicine	0	11	0
West Virginia State University	36	23	33
West Virginia University	0	0	0
WV Two-Year Public Institutions	25	26	0
Blue Ridge Community and Technical College	3	0	0
BridgeValley Community and Technical College	2	6	0
Eastern WV Community and Technical College	2	1	0
Mountwest Community and Technical College	0	0	0
New River Community and Technical College	0	0	0
WV Northern Community and Technical College	2	8	0
Pierpont Community and Technical College	0	0	0
Southern WV Community and Technical College	16	11	0
WVU at Parkersburg	0	0	0

Source: Institutional data submissions.

Training and Professional Development

Cost and Total Hours of Employee Training and Development Completed in FY15

West Virginia Code Reference(s): §18B-7-8(a)(2)(E), *An account of the total amount, type of training or professional development provided, the number of employees who participated and the overall cost of the training and professional development provided to employees pursuant to section six of this article.*

Cost and Total Hours of Employee Training and Development Completed in FY15

	Faculty / FEAP*		Non-Classified		Classified		Total	
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
WV Four-Year (or Higher) Public Institutions	10,852	\$130,102	7,926	\$40,835	14,878	\$106,951	33,656	\$277,888
Bluefield State College	8,257	\$90,253	1,007	\$35,813	8,194	\$80,684	17,458	\$206,750
Concord University	1,507	\$11,108	191	\$5,022	222	\$24,294	1,920	\$40,424
Fairmont State University	**	**	**	**	**	**	**	**
Glenville State College	**	\$28,741	**	\$0	**	\$1,973	**	\$30,714
Marshall University	139	**	163	**	648	**	950	**
Shepherd University	**	**	**	**	**	**	**	**
West Liberty University	**	**	**	**	**	**	**	**
West Virginia School of Osteopathic Medicine	**	**	**	**	**	**	**	**
West Virginia State University	47	**	35	**	95	**	177	**
West Virginia University	902	**	6,530	**	5,719	**	13,151	**
WV Two-Year Public Institutions	3,029	34,452	833	45,356	2,768	42,995	6,629	\$122,802
Blue Ridge Community and Technical College	**	**	**	**	**	**	**	**
BridgeValley Community and Technical College	**	**	**	**	**	**	**	**
Eastern WV Community and Technical College	**	\$11,788	**	\$26,736	**	\$17,849	**	\$56,373
Mountwest Community and Technical College	506	\$2,116	72	\$287	286	\$1,184	864	\$3,587
New River Community and Technical College	2,239	\$17,837	603	\$11,438	2,009	\$13,193	4,850	\$42,467
WV Northern Community and Technical College	284	\$2,711	158	\$6,895	473	\$10,769	915	\$20,375
Pierpont Community and Technical College	**	**	**	**	**	**	**	**
Southern WV Community and Technical College	**	**	**	**	**	**	**	**
WVU at Parkersburg	**	**	**	**	**	**	**	**

Source: Institutional data submissions.

* Faculty Equivalent / Academic Professional

**Data incomplete or not tracked by the institution.



**Report to the Legislative Oversight Commission
on Education Accountability**

September 19, 2016

**CLOSURE OF
ITT TECHNICAL INSTITUTE**

Closure of ITT Technical Institute

On September 6, 2016, ITT Technical Institute (ITT Tech) announced the immediate closure of its campuses across the United States. The company operated more than 130 campuses in 38 states and served over 40,000 students. ITT Tech operated one facility in Huntington and provided multiple online programs throughout West Virginia.

Background

ITT Tech has been under scrutiny by the federal government for several years. In August, its accreditor, the Accrediting Council for Independent Colleges and Schools (ACICS), voiced concerns with the institution's financial stability, record keeping, recruitment standards, job placement, and management. ACICS determined that the institution was not in compliance and would unlikely become in compliance with the accreditation criteria.

Due to these concerns, the U.S. Department of Education decided to increase federal oversight of the institution and prohibit ITT Tech from enrolling new students who receive federal financial aid. It was on the heels of this recent action that ITT Tech decided to close. It is important to note that these issues are not a reflection of the Huntington campus, but a culmination of problems on several ITT Tech campuses across the United States.

Upon closure, ITT Tech provided no academic or financial aid counseling to their students. As a result, tens of thousands of students across the U.S. have been left not knowing whether their credits will transfer, or what will happen to their student debt.

WVCTCS Response

In response to ITT Tech's closure, the West Virginia Community and Technical College System (WVCTCS) will host an information session for former ITT Tech students at the Big Sandy Superstore Arena in Huntington on Tuesday, September 13 from 10am to 1pm. Students will receive information about school loan discharge and transferring credits to another institution. Representatives from BridgeValley Community and Technical College, Mountwest Community and Technical College, and Huntington Junior College will be present. Ed Financial, a national student loan, will also be available to speak with students.

Information regarding the session, transfer of credits, student loan discharge, transcript requests and federal loan debt can all be found on the WVCTCS website, www.wvctcs.org. This will serve as the hub for information as the situation moves forward.

Unfortunately, the WVCTCS has not received a list of students from ITT Tech and therefore, has been unable to contact the affected individuals. Closed colleges are required to provide a list of students to the WVCTCS.