

# Twilight for Tenure

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For example, the bulk of our expenses is found in our people... We can anticipate that 65 percent of our budget is going to be dedicated to salaries and fringe benefits for our employees.

Jonathan Holloway, [Budget Address to University Senate](#), February 18, 2022.

## let the English prof check your math

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total expenses	4,381,811,000	
total compensation	2,803,688,000	65%
state paid fringe	-431,008,000	
RU paid	2,454,862,000	54%
instructional	899,030,000	21%
tuition and fees	-1,033,775,000	

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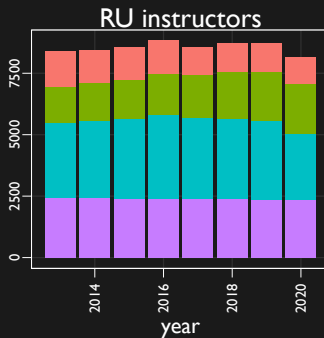
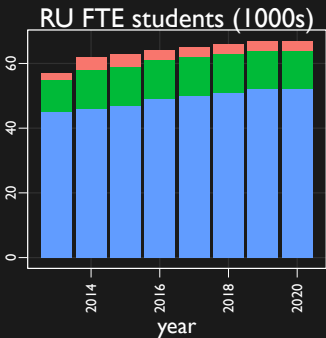
Sources: Financial Report 2020–2021; Financial Report on the Allocation and Transfer of Resources Across Campuses, 2020–2021;

## growing the surplus (I)

item	budgeted	actual
tuition and fees	1,284,807,000	1,301,060,000
total revenue	4,320,507,000	4,537,922,000
total compensation	-2,885,870,000	-2,803,688,000
total expenses	-4,453,985,000	-4,381,811,000
operating surplus	-133,478,000	156,113,000

Source: Financial Report on the Allocation and Transfer of Resources Across Campuses, 2020–2021.

## growing the surplus (2)

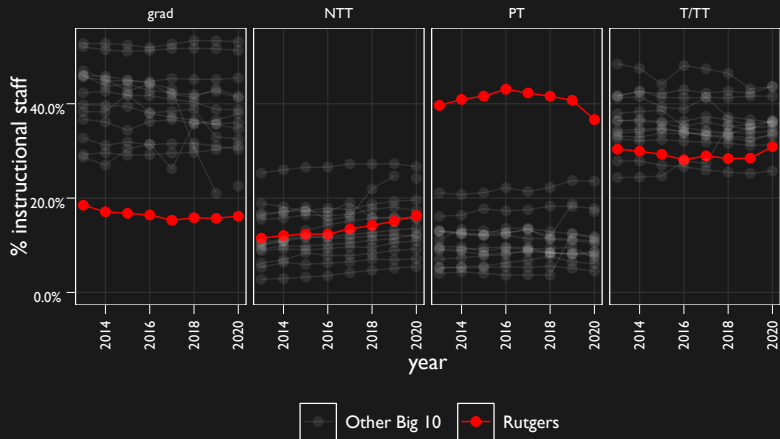


type prof grad UG

type grad NTT PT T/TT

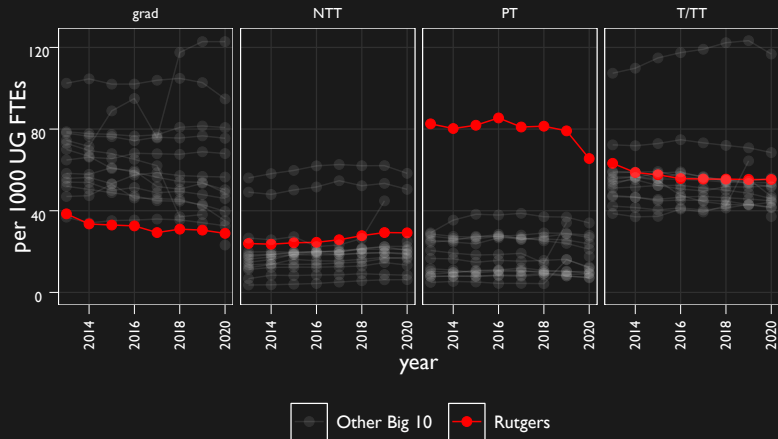
Source: IPEDS. "Instructors" includes medical and non-medical staff.

# Big 10 instructional staffing



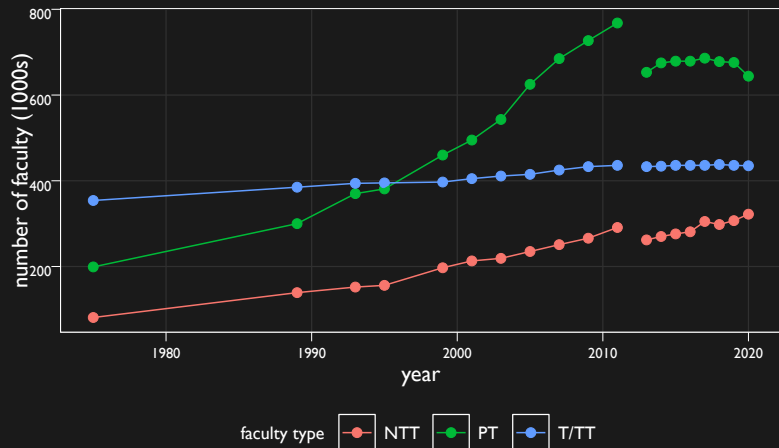
Source: IPEDS. Non-medical instructional staff only.

# Big 10 student-teacher ratios



Source: IPEDS. Non-medical instructional staff only.

# national picture



Absolute numbers of faculty in all Title IV universities. Sources: [2014 AAUP tabulation of IPEDS data \(1975–2011\)](#); AG calculations from IPEDS (2013–2020).

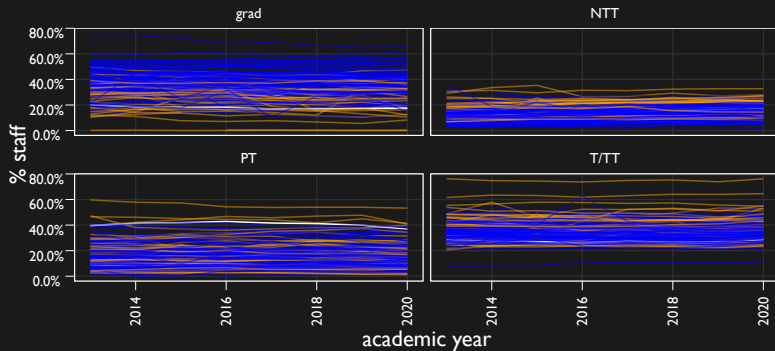


## non-profit colleges/universities by % T/TT

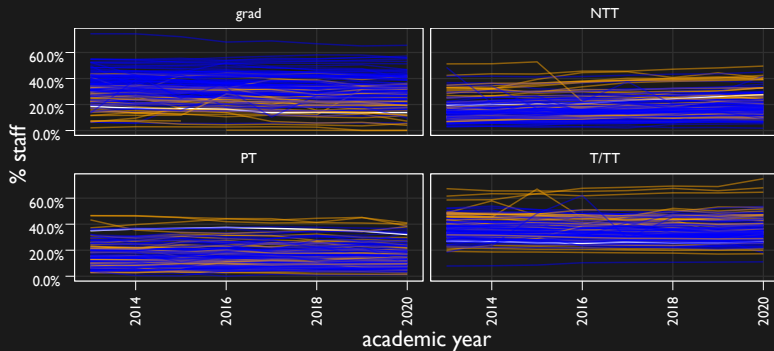
Type	< 25%	25-50%	50-75%	> 75%	Total
Master's	203	303	97	8	611
Doctoral	59	293	41	3	396
Two-Year	582	338	71	8	999
Colleges	158	166	188	25	537
Special Focus Four-Year	366	55	20	22	463
Tribal Colleges	33	1	0	0	34
Total	1401	1156	417	66	3040

Source: IPEDS, 2020–2021.

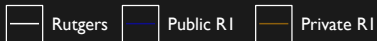
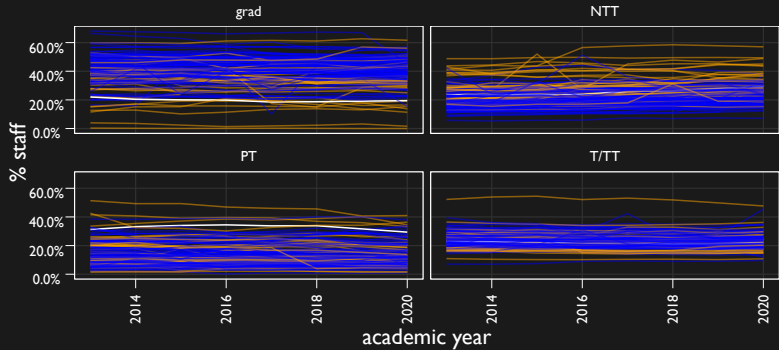
# Non-medical instruction



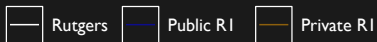
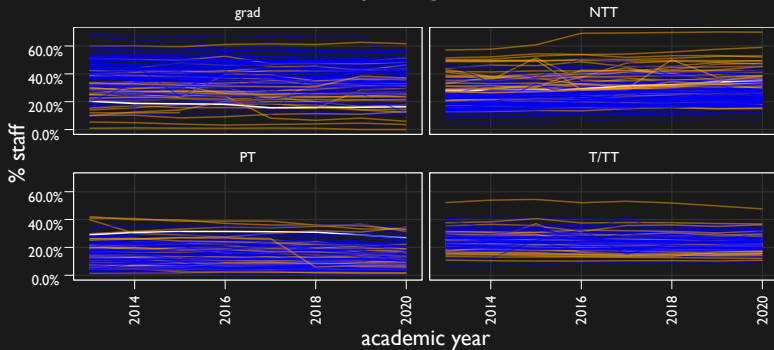
# Medical and non-medical instruction



# Non-medical instruction and/or research



# All faculty and grad assistants



## what becomes of research?

Table: Proportion of all instructional staff (excluding graduate students) assigned to instruction primarily or instruction, research, and public service, across all non-profit Title IV institutions. Source: IPEDS 2020–2021.

role	T/TT	NTT	PT
Instruction/research/public service	13.1%	3.1%	4.6%
Primarily instruction	20.3%	16.1%	42.8%

## one future (the default)

- ▶ medium-term equilibrium for T/TT around 30–35%
  - ▶ long-term management-led race to the bottom in peer group
  - ▶ eventual downward shocks (Georgia, Florida)
- ▶ steady replacement of PT by NTT labor up to some unknown threshold
- ▶ political ceiling on tuition revenue
  - ▶ how much can the student body grow?
- ▶ result: continuing erosion of
  - ▶ educational quality
  - ▶ research capacity
  - ▶ academic freedom
  - ▶ shared governance

## another future

- ▶ teaching/research tenure leads to upward shock % T/TT to 55–65%
- ▶ re-empowered faculty restrains management waste
- ▶ result: *virtuous cycle* of
  - ▶ increased educational and research quality
  - ▶ greater public legitimacy
  - ▶ enhanced *public support* conditioned on good labor practices