

Grim Reaping? The Real State of the University

Seton Hall AAUP Advocacy Chapter

April 12, 2023





We, **Seton Hall's AAUP Advocacy Chapter**, share a vision for the University that takes shared governance seriously, where faculty expertise and experience are respected and fairly compensated, where we assess programs and curricula on their educational value, not only on their bottom line, where we offer students a broad education and see them as whole human beings and not just tuition dollars

We believe a better Seton Hall is possible and that, together, we can build a just workplace

Overview

SHU claims

- Thriving institution committed to student & faculty success
- Working well with faculty / shared governance
- Addressing imbalance between admin & instruction

Reality

- ~~Genuine shared governance~~
- # of students struggling ↑
- No evidence of improved spending on instruction
- Faculty real wages ↓ while admin pay ↑
- TT and other FT faculty leaving
- ↓ ~50 TT faculty since 2011 while revenues ↑ \$127m
- Scandalously low adjunct pay

Faculty rights & roles acc. to the AAUP:

“The role of the faculty is to have primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. The responsibility for faculty status includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal.”

AAUP principles include the right to “meaningful participation of the faculty in institutional decision-making” and that “No important institutional decision should be made unilaterally by administrations or governing boards.”

Shared Governance

- ❖ Consistent violations of the spirit of shared governance
- ❖ Top-down decision-making precluding meaningful faculty participation
- ❖ Usurping faculty's role in curriculum
- ❖ Mergers
- ❖ Rejecting & ignoring Senate resolutions
- ❖ Undermining faculty representation on committees

Shared Governance at SHU?

Usurping faculty's role in curriculum

- ❖ Admins created APSA/IPAD despite AAUP principle that program review should be “primarily developed and approved by the faculty or their elected representatives” & Faculty Guide (3.10.a.1): dean's decisions to end programs must be “ratified” by the college faculty
- ❖ Admins “suspend” programs over the objections of departmental & college committees & despite questionable data
- ❖ IPAD continues despite Senate objections & vote to refuse to implement out-of-cycle Senate Program Review
- ❖ Top-down curricular initiatives & hires rather than faculty-driven process

Shared
Governance
at SHU?

Merging colleges

- ❖ CEHS & COAR merged despite objections from faculty in the colleges & Senate resolutions
- ❖ Fears of future planned merger of Nursing & SHMS
- ❖ CEHS/COAR takes faculty energy w/o promised benefits
 - ❖ Top-down management
 - ❖ Admin interference with faculty hiring
 - ❖ Faculty governance unresolved

Shared
Governance
at SHU?

Rejecting/Ignoring Faculty Senate

- ❖ From June 2020 to Dec 2022, 44 out of 105 Senate resolutions were rejected or still awaiting response from the Provost
- ❖ Several important resolutions have had no response for over 6 months
- ❖ Vast majority of approved resolutions were for new programs
- ❖ Resolutions rejected and awaiting response focus on governance and compensation
 - ❖ Faculty Guide provisions
 - ❖ Hiring, tenure clocks, contracts, raises

Shared
Governance
at SHU?

Undermining faculty representation

- ❖ Rather than work w/ existing Senate committees, admins create special committees
- ❖ No elected faculty reps
- ❖ Admins pick & choose reps
- ❖ Faculty have few seats
 - ❖ Provide “feedback” that is often ignored
 - ❖ Rarely affect outcomes

Shared
Governance
at SHU?

What we already knew in 2022...

- ❖ Compared with 12 peers, SHU ranked #1 for spending on “institutional support” (salaries for high-level administrators)
- ❖ Compared with peers, SHU ranked #13 for spending on instructional salaries and research
- ❖ SHU faculty salaries 11% less than peer avg
- ❖ From 2015 to 2021, SHU faculty real wages declined by 4%
- ❖ Annual compensation & raises for SHU’s top managers & admins significantly higher than for faculty

(Bunsis Report 2022)

Faculty Compensation

What we've learned in 2023...

- ❖ Compared with doctoral universities, SHU ranked 151st for avg FT faculty salary at \$94K (AAUP 2021-2022 survey)
 - ❖ The vast majority of SHU faculty make less, often considerably
- ❖ In 2019, SHU presidential compensation ranked 77th among private colleges at \$938K (*Chronicle of Higher Ed*)
 - ❖ 10X the avg professor salary
- ❖ For FY 2020-21, SHU presidential compensation = \$1.3m (SHU Form 990)
- ❖ SHU A&S adjunct faculty pay ~\$12K max (100X less)

Faculty Compensation

Faculty Compensation

What else we learned in 2023

(Where did \$127 million go?)

| 2011 | 2021 |
|---------------------------|---------------------------|
| ❖ SHU revenues = \$346m | ❖ SHU revenues = \$473m |
| ❖ President comp = \$542K | ❖ President comp = \$1.3m |
| ❖ Avg asst prof = \$70K | ❖ Avg asst prof = \$74K |

- ❖ Avg asst prof wages up 6%; president's up 139%
- ❖ Spending on salaries in general (faculty & staff) up 12%;
- ❖ Spending on high-level administrators up 53%

(SHU Factbook 2011; IPEDS 2022; SHU 990s 2011; 2021)

Adjunct Faculty Compensation

Even Grimmer

Other Schools

- ❖ MSU = \$5265
- ❖ Per AFT contract, all state schools pay this minimum
- ❖ Rutgers = \$5799
- ❖ Fordham = \$4600-\$8000
 - ❖ (set to rise \$500-\$1000 per year until 2026)
- ❖ Barnard = \$10,000
- ❖ NYU = \$10,500

SHU

- ❖ Avg. = \$3100
- ❖ No raises, no seniority pay, no benefits

Decline of Tenure-Line Faculty

(More students but fewer tenure-line faculty)

| 2011 Faculty | 2021 Faculty |
|------------------------|------------------------|
| ❖ Tenured/TT = 322 | ❖ Tenured/TT = 273 |
| ❖ NTT FT = 134 | ❖ NTT FT = 188 |
| ❖ Total FT = 456 | ❖ Total FT = 461 |
| ❖ FTE students = 7,844 | ❖ FTE students = 8,395 |

- ❖ FTE students up 7%
- ❖ Total FT faculty up 1%
- ❖ Tenure-line faculty down 15%
- ❖ NTT FT faculty up 40%

(SHU Factbooks & Data Trends)

❖ Biology

- ❖ AY 2017-18 = 665 majors, 16 FT, 13 TL
- ❖ AY 2022-23 = 900 majors, 16 FT, 9 TL

❖ Religion

- ❖ Student #s stable since 2015
- ❖ 9 TL faculty retired or gone by 2023
- ❖ 0 replaced

Decline of
Tenure-Line
Faculty

Dr. **Rhonda Quinn**, formerly chair & full professor in the Dept of Sociology, Anthropology, Social Work, & Criminal Justice in A&S, left for an adjunct position at Bowling Green State

Dr. **K.C. Choi**, formerly chair & full professor in the Department of Religion in A&S, left for Princeton

Dr. **Zinaida Miller**, formerly associate professor in the School of Diplomacy left for Northeastern

Dr. **Robert Kelchen**, formerly associate professor in the Dept of Education Leadership, Management & Policy in CEHS, left for University of Tennessee, Knoxville

Dr. **Kelly Harris**, formerly director of Africana Studies & visiting professor was offered a TT appointment in the A & S, left for Penn

Dr. **Sara Moller**, formerly assistant professor in the School of Diplomacy, left for Georgetown

Dr. **Stephanie Hoover**, formerly assistant professor in the Dept of Professional Psychology & Family Therapy in CEHS, left for UNC Chapel Hill

Professor **Courtney Starrett**, MFA, formerly assistant professor in COAR, left for Texas A&M

Professor **Brooke Duffy**, MILS, MHAD, formerly assistant professor in the Library, left for Fairleigh Dickinson

Professor **Chelsea Barrett**, MBA, MILS, assistant professor in the Library, is leaving for the Harvard Business School Library

Dr. **Axel Takacs**, fulltime instructor in the Department of Religion, is leaving for a TT position at Molloy University.

Departure of Tenure-Line and Full-Time Faculty since 2015

Financial boondoggles & scandals

- ❖ School of Medicine debacle
 - ❖ \$??? lost
- ❖ Law School embezzlement
 - ❖ ~\$1m lost
- ❖ Appalling conduct of former Archbishop McCarrick
 - ❖ \$??? paid in settlements
- ❖ University endowment heavily invested in risky securities
 - ❖ Lower than market returns
 - ❖ High management fees

Lack of
Appropriate
Stewardship

Conclusion

Student learning suffers when faculty are:

- ❖ Demoralized, undervalued, overstretched, temporary

A truly thriving university is one where administrators:

- ❖ Prioritize education
- ❖ Respect faculty expertise (genuine shared governance)
- ❖ Hire & retain top-notch faculty in tenure-line positions

A major Catholic university like SHU should be thriving

Next Steps SHU Should Take

Genuine Shared Governance:

- ❖ Suspension of IPAD process; respect for Senate-led program review process
- ❖ Immediate responses to outstanding Senate resolutions
- ❖ New guidelines ensuring faculty representation

Just Compensation:

- ❖ COL increase of 8% for AY 2023-2024 (or FS-62)
- ❖ All faculty raised to 100% of peer medians based on new salary study
- ❖ Adjunct raise to state school minimum of \$5265/course

Faculty Hiring:

- ❖ Commitment to TT hires (equitably distributed), decreased reliance on adjuncts

We believe a better Seton Hall is possible.

JOIN US:

- ❖ If you are a faculty member of any rank or employment status you can **join the chapter here through the AAUP website:**
<https://www.aaup.org/membership/join>
- ❖ Follow us on **Twitter** @shuaaup
- ❖ Check out our **website:**
<https://shuaaup.wixsite.com/my-site>

