

Impact of Economic Crisis on Staffing & Compensation Planning

A CUPA-HR Pulse Survey

February 12, 2009

Introduction

In recent months, CUPA-HR has received many, many calls and emails from institutions looking for information regarding staffing and compensation planning to help address the impact of the current economic crisis. In response to a lack of data on what actions institutions are planning or taking, we decided to conduct a survey of our member institutions and ask. The survey opened on January 21 and the information contained in this document reflects data collected through Wednesday, February 11 from 316 institutions. The survey has been extended and will remain open through Wednesday, February 18. Once it closes, we will update these results. At that time, we will also make the survey data file available to members for further analyses.

Tables 1-10 provide specific salary and staffing responses for each employee category. Tables 11-16 provide general information regarding salary and budget planning for all responding institutions. Tables 17-22 provide general institutional demographics data.

TABLE 1: EXECUTIVES
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	31.7%	10.3%	17.3%	11.2%	29.5%	312
b. Delayed hiring	26.6%	7.9%	17.4%	11.8%	36.4%	305
c. Unpaid furloughs	65.3%	11.9%	13.2%	6.3%	3.3%	303
d. Voluntary reduction in force (VRIF)	64.7%	11.0%	16.3%	4.7%	3.3%	300
e. Involuntary reduction in force (IRIF)	56.6%	13.2%	19.7%	6.9%	3.6%	304
f. Retirement incentive	65.4%	12.6%	12.3%	6.0%	3.7%	301
g. Phased retirement program	72.4%	10.3%	7.0%	2.7%	7.6%	301
Salaries						
a. Overall reduction in increase pool percentage	32.6%	4.1%	23.0%	20.3%	19.9%	291
b. Reduction in percentage increase at higher ends of a pay range	58.0%	10.5%	14.0%	11.5%	5.9%	286
c. Merit increases funded from existing departmental budgets	78.4%	8.5%	6.7%	3.2%	3.2%	283
d. Delay in effective date of salary increases	55.7%	6.6%	19.9%	10.5%	7.3%	287
e. Wage freeze	23.9%	8.5%	21.6%	20.9%	25.2%	306
f. Increased use of lump sums in lieu of pay increases	65.2%	9.7%	17.6%	4.8%	2.8%	290
g. Restriction of pay increases normally connected to promotions and classifications	56.9%	10.7%	15.2%	8.3%	9.0%	290
h. Additional paid-time-off in lieu of pay increases	81.6%	9.7%	5.2%	2.8%	0.7%	288
i. Reduction in the use of incentive bonus plans	81.2%	6.1%	3.6%	4.0%	5.1%	277

TABLE 2: EXEMPT FULL-TIME STAFF
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	19.5%	10.5%	18.5%	16.9%	34.5%	313
b. Delayed hiring	15.4%	6.9%	18.6%	15.7%	43.5%	306
c. Unpaid furloughs	62.1%	9.8%	18.0%	6.9%	3.3%	306
d. Voluntary reduction in force (VRIF)	58.9%	13.4%	19.4%	3.7%	4.7%	299
e. Involuntary reduction in force (IRIF)	45.0%	12.7%	24.4%	9.4%	8.5%	307
f. Retirement incentive	64.9%	12.6%	13.9%	5.0%	3.6%	302
g. Phased retirement program	73.0%	10.0%	9.0%	2.7%	5.3%	300
Salaries						
a. Overall reduction in increase pool percentage	32.9%	4.5%	20.2%	20.9%	21.6%	292
b. Reduction in percentage increase at higher ends of a pay range	58.9%	9.1%	14.0%	11.2%	6.7%	285
c. Merit increases funded from existing departmental budgets	78.5%	6.6%	7.3%	2.4%	5.2%	289
d. Delay in effective date of salary increases	53.6%	9.6%	15.8%	12.4%	8.6%	291
e. Wage freeze	25.0%	8.2%	20.7%	19.4%	26.6%	304
f. Increased use of lump sums in lieu of pay increases	68.1%	11.1%	14.2%	4.2%	2.4%	288
g. Restriction of pay increases normally connected to promotions and classifications	58.6%	10.0%	15.2%	7.9%	8.3%	290
h. Additional paid-time-off in lieu of pay increases	81.1%	7.9%	8.2%	2.1%	0.7%	291
i. Reduction in the use of incentive bonus plans	85.1%	4.3%	4.3%	2.9%	3.3%	276

TABLE 3: EXEMPT PART-TIME STAFF
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	24.5%	5.7%	16.4%	16.8%	36.6%	298
b. Delayed hiring	25.7%	4.1%	15.4%	16.4%	38.4%	292
c. Unpaid furloughs	71.7%	4.7%	13.6%	6.5%	3.6%	279
d. Voluntary reduction in force (VRIF)	67.7%	5.3%	17.2%	5.3%	4.6%	285
e. Involuntary reduction in force (IRIF)	51.9%	8.0%	22.1%	8.0%	10.0%	289
f. Retirement incentive	85.1%	3.9%	7.5%	2.1%	1.4%	281
g. Phased retirement program	88.5%	2.9%	4.3%	0.4%	3.9%	279
Salaries						
a. Overall reduction in increase pool percentage	42.2%	2.5%	18.2%	16.7%	20.4%	275
b. Reduction in percentage increase at higher ends of a pay range	66.7%	8.2%	10.9%	7.1%	7.1%	267
c. Merit increases funded from existing departmental budgets	82.4%	4.5%	6.4%	3.4%	3.4%	267
d. Delay in effective date of salary increases	59.4%	6.3%	14.8%	11.1%	8.5%	271
e. Wage freeze	30.3%	4.5%	19.9%	15.3%	30.0%	287
f. Increased use of lump sums in lieu of pay increases	75.6%	5.9%	12.2%	4.1%	2.2%	270
g. Restriction of pay increases normally connected to promotions and classifications	66.2%	7.4%	12.9%	6.6%	7.0%	272
h. Additional paid-time-off in lieu of pay increases	86.8%	4.4%	7.3%	0.7%	0.7%	273
i. Reduction in the use of incentive bonus plans	88.1%	4.2%	3.8%	1.2%	2.7%	260

TABLE 4: EXEMPT TEMPORARY STAFF
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	33.9%	5.8%	12.4%	16.8%	31.0%	274
b. Delayed hiring	35.8%	3.0%	13.4%	13.4%	34.3%	268
c. Reduction in hours of temporary staff	44.4%	2.6%	19.2%	13.2%	20.7%	266
d. Reduction in number of temporary staff	34.2%	2.2%	21.3%	16.9%	25.4%	272
Salaries						
a. Reduction in current compensation rate for new temporary staff	69.8%	4.7%	9.7%	7.0%	8.9%	258
b. Reduction in planned increases for temporary staff	55.9%	3.1%	10.2%	12.5%	18.4%	256
c. Wage freeze for temporary faculty	38.0%	1.8%	13.7%	15.5%	31.0%	271

TABLE 5: NON-EXEMPT FULL-TIME STAFF
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	19.8%	6.7%	17.3%	20.4%	35.8%	313
b. Delayed hiring	16.6%	4.6%	18.5%	16.9%	43.4%	302
c. Reduction in standard hours	53.8%	11.7%	25.8%	5.7%	3.0%	299
d. Unpaid furloughs	63.1%	12.0%	17.6%	4.3%	3.0%	301
e. Voluntary reduction in force (VRIF)	62.3%	9.7%	19.0%	4.7%	4.3%	300
f. Involuntary reduction in force (IRIF)	45.8%	12.7%	22.5%	9.8%	9.2%	306
g. Retirement incentive	74.1%	8.3%	12.0%	2.3%	3.3%	301
h. Phased retirement program	81.6%	6.0%	7.7%	2.0%	2.7%	299
i. Overtime control	16.9%	2.3%	10.4%	14.3%	56.0%	307
Salaries						
a. Overall reduction in increase pool percentage	35.8%	5.1%	17.4%	19.8%	21.8%	293
b. Reduction in percentage increase at higher ends of a pay range	65.0%	7.8%	12.0%	7.8%	7.4%	283
c. Merit increases funded from existing departmental budgets	79.4%	7.0%	6.3%	3.5%	3.8%	286
d. Delay in effective date of salary increases	56.4%	7.7%	14.3%	13.6%	8.0%	287
e. Wage freeze	26.6%	9.2%	22.6%	14.8%	26.9%	305
f. Increased use of lump sums in lieu of pay increases	72.6%	8.3%	11.5%	5.2%	2.4%	288
g. Restriction of pay increases normally connected to promotions and classifications	63.0%	8.0%	14.2%	7.6%	7.3%	289
h. Additional paid-time-off in lieu of pay increases	84.4%	6.6%	6.6%	1.4%	1.0%	289
i. Reduction in the use of incentive bonus plans	88.0%	2.9%	3.3%	2.2%	3.6%	275

TABLE 6: NON-EXEMPT PART-TIME STAFF
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	22.3%	8.8%	13.9%	19.3%	35.8%	296
b. Delayed hiring	21.7%	4.5%	17.5%	12.6%	43.7%	286
c. Reduction in standard hours	47.0%	5.0%	24.2%	11.4%	12.5%	281
d. Unpaid furloughs	68.1%	7.7%	15.4%	5.3%	3.5%	285
e. Voluntary reduction in force (VRIF)	69.4%	7.0%	14.8%	4.2%	4.6%	284
f. Involuntary reduction in force (IRIF)	52.1%	8.7%	20.5%	10.8%	8.0%	288
g. Retirement incentive	86.1%	4.3%	6.1%	2.1%	1.4%	280
h. Phased retirement program	88.9%	4.3%	3.9%	0.7%	2.1%	280
i. Overtime control	34.4%	1.8%	8.4%	8.4%	47.0%	285
Salaries						
a. Overall reduction in increase pool percentage	39.3%	5.0%	16.8%	17.5%	21.4%	280
b. Reduction in percentage increase at higher ends of a pay range	66.8%	6.6%	10.7%	8.5%	7.4%	271
c. Merit increases funded from existing departmental budgets	81.6%	4.5%	5.2%	4.5%	4.1%	267
d. Delay in effective date of salary increases	61.1%	6.5%	13.5%	9.8%	9.1%	275
e. Wage freeze	29.5%	5.5%	22.3%	14.7%	28.1%	292
f. Increased use of lump sums in lieu of pay increases	79.0%	6.3%	9.2%	3.7%	1.8%	271
g. Restriction of pay increases normally connected to promotions and classifications	70.5%	7.0%	11.4%	3.7%	7.4%	271
h. Additional paid-time-off in lieu of pay increases	86.5%	5.1%	5.5%	1.5%	1.5%	274
i. Reduction in the use of incentive bonus plans	89.2%	3.1%	3.9%	1.5%	2.3%	259

TABLE 7: NON-EXEMPT TEMPORARY STAFF
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	28.0%	5.0%	11.5%	18.3%	37.3%	279
b. Delayed hiring	28.9%	2.6%	13.7%	12.6%	42.2%	270
c. Reduction in hours of temporary staff	36.2%	3.8%	18.5%	15.8%	25.7%	265
d. Reduction in number of temporary staff	28.8%	2.6%	20.3%	17.7%	30.6%	271
Salaries						
a. Reduction in current compensation rate for new temporary staff	62.7%	6.5%	11.9%	8.1%	10.8%	260
b. Reduction in planned increases for temporary staff	52.8%	4.7%	13.4%	11.0%	18.1%	254
c. Wage freeze for temporary faculty	42.9%	3.4%	17.2%	11.6%	25.0%	268

TABLE 8: FULL-TIME FACULTY
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	37.0%	12.5%	18.0%	13.4%	19.0%	305
b. Delayed hiring	30.0%	11.6%	19.8%	14.5%	24.1%	303
c. Unpaid furloughs	79.1%	6.8%	10.1%	1.4%	2.7%	296
d. Voluntary reduction in force (VRIF)	73.2%	7.5%	13.6%	2.4%	3.4%	295
e. Involuntary reduction in force (IRIF)	70.2%	9.5%	13.2%	4.1%	3.1%	295
f. Retirement incentive	64.8%	7.2%	12.3%	6.8%	8.9%	293
g. Phased retirement program	64.0%	6.2%	8.9%	4.1%	16.8%	292
Salaries						
a. Overall reduction in increase pool percentage	39.7%	5.2%	17.2%	19.0%	19.0%	290
b. Reduction in percentage increase at higher ends of a pay range	69.0%	8.2%	9.3%	6.8%	6.8%	281
c. Merit increases funded from existing departmental budgets	80.6%	6.0%	7.1%	1.8%	4.6%	283
d. Delay in effective date of salary increases	62.2%	6.6%	14.9%	7.6%	8.7%	288
e. Wage freeze	35.1%	6.3%	20.2%	15.2%	23.2%	302
f. Increased use of lump sums in lieu of pay increases	80.0%	4.9%	9.5%	3.2%	2.5%	285
g. Restriction of pay increases normally connected to promotions and classifications	71.5%	11.1%	9.0%	2.8%	5.6%	288
h. Additional paid-time-off in lieu of pay increases	94.0%	3.2%	1.8%	0.0%	1.1%	284
i. Reduction in the use of incentive bonus plans	89.8%	3.6%	3.3%	1.5%	1.8%	274

TABLE 9: PART-TIME FACULTY
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
a. Hiring freeze	42.9%	11.5%	17.8%	12.2%	15.7%	287
b. Delayed hiring	41.2%	10.0%	19.7%	9.0%	20.1%	279
c. Unpaid furloughs	82.2%	6.2%	7.6%	1.8%	2.2%	275
d. Voluntary reduction in force (VRIF)	82.5%	4.7%	8.4%	2.9%	1.5%	274
e. Involuntary reduction in force (IRIF)	70.7%	6.5%	13.8%	4.0%	5.1%	276
f. Retirement incentive	89.8%	3.6%	5.1%	0.7%	0.7%	275
g. Phased retirement program	89.5%	3.6%	3.3%	0.4%	3.3%	275
Salaries						
a. Overall reduction in increase pool percentage	51.3%	4.1%	15.0%	12.4%	17.2%	267
b. Reduction in percentage increase at higher ends of a pay range	75.5%	5.4%	6.9%	5.7%	6.5%	261
c. Merit increases funded from existing departmental budgets	83.3%	4.2%	6.1%	1.9%	4.5%	264
d. Delay in effective date of salary increases	70.1%	5.3%	11.7%	4.9%	8.0%	264
e. Wage freeze	37.6%	4.7%	17.6%	14.0%	26.2%	279
f. Increased use of lump sums in lieu of pay increases	85.9%	4.2%	7.2%	1.1%	1.5%	263
g. Restriction of pay increases normally connected to promotions and classifications	79.9%	6.4%	6.8%	2.3%	4.5%	264
h. Additional paid-time-off in lieu of pay increases	95.1%	2.3%	1.5%	0.0%	1.1%	265
i. Reduction in the use of incentive bonus plans	93.3%	3.2%	1.2%	0.4%	2.0%	252

TABLE 10: TEMPORARY (ADJUNCT) FACULTY
Actions Considering or Taking Relative to Staffing and Compensation
CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Not Being Considered	Considering – unlikely to use	Considering – may use	Considering – likely to use	Using/ Will Use	N
Staffing						
e. Hiring freeze	45.3%	10.9%	17.8%	8.0%	18.1%	276
f. Delayed hiring	45.8%	8.9%	18.1%	8.5%	18.8%	271
g. Reduction in course load of temporary faculty	58.6%	9.7%	16.8%	6.0%	9.0%	268
h. Reduction in number of temporary faculty	42.6%	11.4%	25.7%	8.5%	11.8%	272
Salaries						
a. Reduction in current compensation rate for new temporary faculty	75.5%	6.4%	8.3%	4.9%	4.9%	265
b. Reduction in planned increases for temporary faculty	63.0%	4.2%	13.0%	9.2%	10.7%	262
c. Wage free for temporary faculty	44.9%	4.3%	15.6%	10.5%	24.6%	276

TABLE 11
Has a reduction been proposed or made in your institution's operating budget that was established at the start of the fiscal year?
CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

N = 309	%
No	46.9%
Yes - reduction proposed	19.7%
Yes - reduction made	33.3%

TABLE 12
If Yes: What is the percent reduction that has been proposed or made in your operating budget and FTE employee count?
CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Average% reduction proposed or made	N
Operating budget Reduction	7.0%	117
FTE reduction	9.6%	35

TABLE 13
What is the salary increase pool percentage for each category of employee? Was the salary increase pool reduced from what was it originally?
CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

	Average salary increase pool	N	Reduced		N
			% Yes	% No	
a. Executives	3.36	284	22.6%	77.4%	292
b. Exempt full-time staff	3.29	289	21.0%	79.0%	291
c. Exempt part-time staff	3.06	279	22.3%	77.7%	287
d. Non-exempt full-time staff	3.43	287	19.5%	80.5%	292
e. Non-exempt part-time staff	3.19	281	20.6%	79.4%	286
f. Full-time Faculty	3.39	282	17.6%	82.4%	290
g. Part-time Faculty	2.65	270	17.0%	83.0%	277

TABLE 14
Is any of Your Staff or Faculty Unionized?
CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

	% Yes	% No	N
Staff	17.7%	82.3%	305
Faculty	14.7%	85.3%	306

TABLE 15
IF YES: Does union contract allow you to negotiate a reduction in staffing or salary increases under economic circumstances like we are now experiencing?
 CUPA-HR Pulse Survey – February2009
 Impact of Economic Crisis on Staffing and Compensation Planning

	% Yes	% No	N
Staff	46.9%	53.1%	64
Faculty	52.0%	48.0%	50

TABLE 16
Do you have a recovery plan for a “return-to-normalcy” once the economic crisis is past?
 CUPA-HR Pulse Survey – February2009
 Impact of Economic Crisis on Staffing and Compensation Planning

% Yes	% No	N
10%	90%	299

IF YES: Please briefly describe the plan:

We've not experienced the deep cuts that others in the nation have experienced. A return-to-normalcy plan may be implemented in the future, depending on the outcome of the current or future legislative sessions.
Depending upon enrollment and available funds, implement delayed salary increases, fill empty positions and allow new positions to be added.
We actually took action about 1.5 years ago and now are continuing on normalcy at the 4% increase last given. We had the hiring freeze, wage freeze which all occurred in 2007 with a \$500.00 in lieu of a raise in 2008.
We do not have merit increases or a merit pool, hence my response. We are looking to provide a step/experience adjustment for FY10 to all benefited employee and perhaps an addition 1.0 to 1.5% base increase for all employees excluding adjunct faculty who will remain at the current rate. It may require RIF's to find \$ to do this pending outcome of our current legislative process.
The funds will go back to the budgets that were cut.
The budget is designed to spend only income received. As income increases, programs, projects and staffing can be considered as needed. FTE reductions have not happened, but are being considered for the new fiscal year. Answers given reflect the first phase of budget cuts. A task force is actively reviewing any and all options for present and future consideration, planning and implementation.
A phased in plans reinstating mission critical programs first....
Not at this time. We are June 1 - May 31 cycle, and further revisions may occur for current year as well as upcoming fiscal year. Some eliminated positions may reappear if budget allows and new processes still show need for labor-hours.
This is the new normalcy.
Begin to fund reserves once again. Up until this year, reserves for hard years have been budgeted. This item has been removed from the current budget. Also, tuition increases will be greater following better economic years.
We are in the process of identifying and documenting our contingency plans with many different stages based on economics. It will include a recovery plan.
It is a long term plan as we believe crisis is 3-4 year at a minimum.
Reduce operating spending budget; reduction of employer pension contribution from 10% to 5%; increase number of students and stabilize retention.
New strategic plan made operational a year ahead of schedule to better focus reallocation and reduction in resources to meet new initiatives
Reduction in force, increasing summer revenue generating activities, increase FTE students (admissions & retention), incremental reinvestment into specific budget areas as funding allows
Presently working on plan.
Still working on a recovery plan.
We will simply lift any hiring freeze that may be implemented. Nothing has been approved as of this point.
Operating budget cuts will be restored.

Our college has a reserve fund that will help us avoid furloughs and hiring freezes, as long as we continue to operate conservatively. We do expect to freeze salaries at least for the upcoming 09-10 fiscal year. We may have to consider measures such as salary savings from not filling vacancies in the 09-10 fiscal year. We will have to operate even more conservatively after the economic crisis is past to rebuild our reserves. Therefore, the return to normalcy will be slow for us even after the economy recovers. Meaning the amount of salary increases may lag the market for a while after the recovery.
Rebuilding the employee value proposition.
We have a state mandated 4.3% decrease THIS year and another 5.7% for 2009-2011 bi-ennium. We haven't thought of a recovery plan
Provide salary increases for employees. Reinstate professional development activities. Reduce deferred hiring practices.
It is a five year plan based on trend projections and assumptions.
Details are not ready for publication
We will reducing a percentage of operating budgets for the next year, but will reallocate those dollar savings to financial aid. Once our financial aid needs are met, when we return-to-normalcy, operating budgets will be reviewed and may be restored, if warranted. Any additional funding available will be considered to increase the salary/wage pools to levels of years past.
Lift hiring freeze.
re-instatement of merit increases
Plan in development

INSTITUTIONAL DEMOGRAPHICS

TABLE 17
Affiliation

CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

N = 316	%
Public	37.7%
Private Independent	33.2%
Private Religious	26.9%
Private For-Profit	2.2%

TABLE 18

2005 Carnegie Classification

CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

N = 311	%
Associate's College	14.5%
Baccalaureate College	30.2%
Master's College or University	30.5%
Doctorate-Granting University	22.5%
Special Focus Institution	2.3%

TABLE 19

Operating Budget for 2008-09

CUPA-HR Pulse Survey – February2009
Impact of Economic Crisis on Staffing and Compensation Planning

N = 303	%
<\$30,000,000	24.8%
\$30,000,000- \$64,000,000	25.1%
\$64,000,001 - \$158,000,000	28.4%
>\$158,000,000	21.8%

TABLE 20
FTE Student Enrollment Fall 2008

CUPA-HR Pulse Survey – February 2009
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N = 304	%
< 1,547	29.3%
1,547 – 3,044	26.3%
3,045 – 7,825	22.4%
> 7,825	22.0%

TABLE 21

FTE Faculty Size Fall 2008

CUPA-HR Pulse Survey – February 2009
Impact of Economic Crisis on Staffing and Compensation Planning

N = 304	%
< 114	32.2%
114 - 212	26.0%
213 - 508	24.3%
> 508	17.4%

TABLE 22

FTE Staff Size Fall 2008

CUPA-HR Pulse Survey – February 2009
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N = 306	%
< 174	28.1%
174 - 321	22.5%
322 - 690	23.5%
> 690	25.8%

Comments: Use the space below to clarify your responses to any of the questions.

Will cut institution's retirement contribution in mandatory plan by 50 percent.
We are delaying hiring as our medical care benefits went up drastically. We do not have a large increase each year to our staff salary. We are a small non-profit Tribal College. Our funding is established for this academic year and we seem to be obtaining grants to help for this year but unsure of what the 2010-2011 funding year looks like.
We have several contingency plans - one if we don't meet enrollment, one if we meet enrollment goals and another if we exceed enrollment goals.
Budgeting for all operating expenses, including salary increases are very tentative at this point. Operating budgets are driven by tuition/enrollment.
We are not in "crisis mode" at present, but are watching enrollment numbers for Summer and Fall '09. As a small, specialized institution, we might well have to make cuts, but it is unlikely we could operate with fewer staff or a much-reduced faculty. If circumstances were to deteriorate, we would probably think about deferred compensation rather than a permanent reduction in staff or wages, at least for the Executive and exempt staff.
Part time faculty and clerical staff are unionized; options for dealing with these groups are limited.
Responses pertain to all 75 schools under the umbrella.
Could have been easier if you would have provided an option for same as "x" group since we have made a conscious decision to treat all staff the same.
Even though I noted we did receive salary increases during our past cycle, that cycle fell before the huge downfall of economy. No salary increases are scheduled to be awarded for our next cycle in 2009- not for staff or faculty. Also, faculty increase amounts were left blank- because they do not receive a set %- they are on a salary schedule which dictates their increases. Percentages for them could have been anywhere between 2 and 5% (possible more, depending on if their status changed).
New community college, first classes held spring 2009
There is great concern with the amount of revenue that will be lost due to the economic situation. Much of what we will know in the late spring will have an impact on the direction we go with staff sizes, salaries, etc.

I could not enter the percentage reduction in the operating budget. It is 5%
We do not have a merit pool for any category of employees.
#12. The budgeted salary increase for 2008-09 was 2.5% scheduled to go into effect on January 1, 2009. In late December the Board of Trustees voted not to approve a salary increase. The decision is to be reviewed in February 2009. #13. Although no percentage reduction in the operating budgets were made, some projects were put on hold until the next budget cycle.
Retirement plans or incentive bonuses are not available; therefore those questions were left blank.
I used "not being considered" relative to n/a to our situation.
We do not grant merit increases.
Some of the questions such as reduction of bonuses doesn't apply to my institution; however there isn't an option for not applicable.
We continue to await the governor's budget projection for fiscal year 2010, so final plans for the next 18 months continue to be in flux.
For the 2009-10 budget we anticipate providing a 1.5% merit increase pool for faculty and staff with an additional 1% for faculty and staff with salaries under \$50,000. The President and senior officers will not have salary increases for the 09-10 fiscal year. For the 09-10 fiscal year we are mandating a 10% reduction in current expense budgets. Your survey focuses on the current budget year (08-09) It would be helpful to follow up with another survey on what institutions are planning for the 09-10 budget year. Thanks very much for doing this survey.
This school was opened just 6 years ago. We have been undergoing budget reductions for over a year. The governor's proposed budget for FY2010 includes a 49.5% reduction to our operating budget. This would be completely decimating. In FY2009, merit increases (2% average) were awarded 7/1/08, but merit of 4% was deferred until 1/1/09. For FY2010, the governor has proposed a 6% salary reduction for all state employees, as well as significant changes to health care and retirement plans. We have been responding to the cuts by assessing if programs and services are mission critical. If the cuts are as large as proposed, we'll simply be making amputations. For our employees, the situation is worsened by living in the Las Vegas Valley. Even if someone could find another job elsewhere in the country, selling a home at this time would be a significant financial loss. The proposed salary and benefits reductions will make it more difficult for people to make their house payments. Many people feel that they are trapped - they can't afford to stay and they can't afford to go.
Salary increases were given to Faculty and Staff effective 1.1.2009 with a 5% salary increase pool. No final decision at this time re Operating Budget for upcoming fiscal year starting 7.1.2009.
Question 16 needs work. We have a recommended 5% reduction in travel for overall operating budget, but 0% for staffing...but 16 will not let you progress if you don't put "a positive number" by FTE reduction. So, I had to answer #11 "no" just so I could continue survey!
The 100 FTE reduction above is for staff only and is effective with the new budget year (July). Layoffs are taking place at this time to achieve that reduction. NO Faculty reductions are anticipated at this time.
I did not respond to question number 19 because I am not certain about the amount of the operating budget.
I am responding for a System. The state controls what we can provide as salary increases and while they have not reduced the pay plan increase for the current year, we expect that we will not have a salary increase for the year starting July 1, 2009 and again for the year starting July 1, 2010, with the possible exception for faculty for 2010 of a 1% increase. However, we do expect to have funded a base budget increase that amounts to a 0.6% increase on average for faculty for recruitment and retention of high demand faculty for each year of the 09-11 biennium.
The staff FTE reduction of 10% equates to 100 FTE. This will be achieved over a 3 year period.
I would like to see a survey done that just asks for the staffing, organization charts for community colleges/associate degree granting institutions for the HR department and for the Business Office/Payroll Departments. Thank you Lang Windsor, Alvin Community College
We locked in by union contract for our non-exempt and faculty (full-time and part-time) positions. Most of these contracts were renewed in the Summer 2008 before the current crisis.
Questions not answered were because we do not have those categories of employees/

<p>Our focus is on dealing with the necessary cost reductions; avoiding to the extent possible, reductions in force; working carefully to make shorter term decisions that will have a long term negative impact. It is too early to be focused on a recovery plan; we believe that this is a multi-year problem.</p> <p>We are holding salaries flat with the exception of promotions; similarly our faculty salaries will be held flat other than for promotions and dealing with retention issues. For lower wage employees enrolled in our health insurance we will provide a small increase to mitigate the increase in expense.</p> <p>Only a very small portion of our staff is unionized. Our contract does not include the right to negotiate a reduction in staffing levels and/or salary increases under economic circumstances like we are now experiencing.</p>
<p>Considering increasing the waiting period for eligibility in the matching retirement plan from 90 days to two years.</p>
<p>We have had a reduction in the current '09 budget for administrative units only - 2.5%. The survey would not allow me to make this distinction. No staff cuts have been made. Units may decide how to reduce their budgets; decisions are not being made centrally.</p> <p>No change was made in the salary increase pool for the current year as the increases were effective prior to the economic downturn. We have imposed a salary freeze but not a hiring freeze. All hires, however, must be approved by the President or Provost.</p> <p>We do have 3 unions for staff, but fewer than 200 staff are unionized.</p>
<p>Limited use of part time administrative staff. Exempts tend to be consultants and non-exempts tend to be non-benefited wage/hourly pay.</p> <p>Unionized faculty are adjunct.</p> <p>Decentralized pay processes and therefore increases not limited to "across the board" increases.</p>
<p>Salary increases listed on the prior page is for 2008-2009 fiscal year. We figure our increases off of the CPI as of November of the current year, plus 2%. We are looking into only increasing salaries per the CPI and not adding the 2% merit. However, this information could change further depending on enrollment. Furthermore, our operating budget for 2009-2010 is budget neutral, and we were encouraged to cut where possible.</p> <p>Also, we have a hiring freeze on a few new positions that were approved with the 2008-2009 budget. It appears that will follow suit with 2009-2010.</p>
<p>Part-time faculty increase. Was \$1500 for P-T faculty with less than 5 consecutive years of teaching and \$1650 for faculty with more than 5 years of consecutive teaching. Now we have one rate of \$1650. Only those who were "less than" five years of consecutive teaching will receive the increase. This is the same for overload courses taught by F-T faculty.</p>
<p>Survey has not addressed other options affecting employees such as changes in benefits or benefit structure.</p>
<p>A lot of what will depend on the New Mexico State Legislature funding for the up coming fiscal year. Higher percents for Non-exempt part-time staff - \$5.15 per hour to \$6.55 per hour; and adjunct/part-time faculty; \$1,200 to \$1,400 for a 3 credit hour course (adjunct/part-time faculty have not had an increase for 15 years) Part-time non-exempt beginning 1/1/09 have a minimum wage of \$7.50 per hour (New Mexico minimum wage act). All full-time exempt and non-exempt were already paid above the minimum wage.</p>
<p>There seemed to be a glitch with the question about % of reductions so I had to leave blank.</p> <p>We had a 3.5 million rebalancing and are now looking at 3 scenarios, 5%, 10%, and 12%. No specifics as to FTE headcount reduction.</p>
<p>Temporary staffing at any level of our institution is not utilized. I responded with "not being considered" when this is actually "not applicable". Just wanted to toss that out there in case it may skew the data and results.</p>
<p>Because we are a public institution, many of our salary increases are mandated through Civil Service. Therefore, it is our unclassified, exempt employee population that will bear the brunt of any wage freeze or salary reductions.</p>
<p>A salary freeze across the board for the 2009-2010 fiscal year and, perhaps, delayed hiring are the extent of what is planned in compensation savings. We will use other operating expenditure savings and funds from our reserve account to meet the remainder of our budget reductions.</p>
<p>Question 12 -- I have not been made aware of the % reduction to operating budget.</p> <p>Question 13.1 -- The salary pool in the operating budget has not yet been reduced but is being considered.</p>
<p>Question 13.1 note: Answered yes do to staff furlough. Dollars would be reduced</p>
<p>We do not have a merit pay system</p>
<p>Part-time sections are unchecked because we don't have them or the numbers is very small.</p>
<p>#12 - There is a range of 2 to 10% reduction throughout the University regarding operating budget and FTE reduction.</p> <p>#14 - We do have two small-sized unions in our custodial services and maintenance areas.</p>
<p>The College has recently formed a campus-wide committee to begin the process of identifying potential areas for savings in the next budget cycle in the event cuts need to be made.</p>

<p>Q11 -- The correct answer is Yes. Q12 -- amount of budget reduction is 4.0%; however, the reduction in FTE field requires a positive answer and will not accept a 0% nor will it accept a .1%. Our budget reduction had no requirement to reduce FTE. So, please apply this comment to correcting the "no" answer to Q11. The default for the answer boxes for Q12 should be a non-negative number rather than a positive number.</p>
<p>We are still awaiting a decision by the Governor and the legislature concerning the 2009-2010 budget allocation. We are currently working with a 20% cutback in our current fiscal year operating budget (2008-2009). We have relatively low turnover in our staff positions. We are still recruiting for faculty positions however a review is on-going as to how many will actually be replaced.</p>
<p>UT System Administration does not employ faculty, so questions regarding faculty are not answered. Each of our fifteen institutions does employ faculty, and answers will vary for each institution.</p>
<p>The last salary increases we had were 5% pool but that was for the current year 2008-09. For 09-10 we are looking probably at a 2% pool at the very most, if that.</p>
<p>Only 100 out of 470 staff are unionized and only full-time faculty are unionized. Increases for 2008-09 for faculty will be on 8/1/09 and on 10/1/09 for staff, which will occur in our FY 2010. Therefore decisions regarding compensation practices for FY 2010 are still under consideration.</p>
<p>Liberal Arts focus in a developing country.</p>
<p>It is important to note that we do not have any merit programs. This is not a change.</p>