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The University of Michigan-Flint

**The Committee on the Economic Status of the Faculty (CESF)**

**Annual Report to the Regents**

**July 2010**



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The University of Michigan-Flint  
Committee on the Economic Status of the Faculty  
Regents Communication

**Executive Summary**

The Committee has focused attention on the following issues:

1. Comparisons of UM-Flint faculty salaries to those of peer institutions.
2. The decline of tenured and tenure-track faculty that is coinciding with the growth of: full- and part-time lecturers, student enrollment, academic programs, and professionals and administrators.

The Committee is appreciative of action that has been taken by the university to move faculty salaries in-line with those of peer institutions. The Committee is concerned that salary compression exists between the assistant and associate professor ranks.

The Committee is concerned that new student and program growth continues to be met with an increase in full- and part-time lecturers rather than with an increase in tenured and tenure-track faculty. In particular, between 2001 and 2009:

- a. The number of full, associate, and assistant professors at UM-Flint decreased by 2, from 171 in 2001 to 169 in 2009.
- b. The number of full-time lecturers increased by 32, from 44 to 76 and the number of part-time lecturers increased by 41, from 216 to 257.
- c. The number of full-time professionals and administrative positions increased by 118, from 160 positions in 2001 to 278 in 2009.
- d. The new General Education (GE) Program is being implemented in the 2010-2011 academic year, which involves the creation of twenty-five or more sections of First Year Experience courses as well as the creation of senior-level capstone courses and new assessment requirements that are not being met by an increase in faculty.
- e. Student enrollment increased by 21.5%, from 6,397 students in 2001 to 7,773 students in 2009.

**Immediate Recommendations for Action:**

1. An increase in the number of full, associate, and assistant professors in a manner consistent with program and enrollment growth.
2. Continued salary adjustments so that UM-Flint salaries remain comparable to those at peer institutions.

## I. UM-Flint Faculty Salaries In Comparison to Peer Institutions

As in last year's CESF report, the Committee reviewed 2009-2010 faculty salary data available from both the American Association of University Professors (AAUP) and the College and University Professional Association for Human Resources (CUPA-HR).

### A. AAUP Comparisons

The Committee compared AAUP data for peer institutions both within and outside of the State of Michigan. Peer institutions are defined by the Committee as Category IIA institutions, which is the category UM-Flint falls in. Category IIA institutions are institutions that have a wide-array of post-baccalaureate programs, but do not engage in significant doctoral-level education. This category includes institutions that are not considered as specialized schools in which fewer than thirty doctoral-level degrees are granted each year or in which fewer than three unrelated disciplines are offered. Additionally, these institutions must grant at least thirty post-baccalaureate degrees and either grant degrees in three or more post-baccalaureate programs or have an interdisciplinary program at the post-baccalaureate level.

Table 1 compares average UM-Flint faculty salaries to average faculty salaries of the six Category IIA institutions within the State of Michigan. Table 2, on the following page, compares average UM-Flint faculty salaries to nationwide and regional average faculty salaries of peer institutions.

**Table 1: AAUP Michigan Peer Institution Group (Public, Category IIA) Faculty Salaries (in \$1,000s), Fall 2009**

Assistant Professor		Associate Professor		Full Professor	
Institution		Institution		Institution	
UM-Dearborn	\$71.5	UM-Dearborn	\$80.1	UM-Dearborn	\$101.3
<b>UM-Flint</b>	<b>\$63.7</b>	Eastern Michigan Univ.	\$73.2	Eastern Michigan Univ.	\$90.7
Ferris State Univ.	\$62.8	Ferris State Univ.	\$70.0	<b>UM-Flint</b>	<b>\$90.5</b>
Eastern Michigan Univ.	\$62.5	<b>UM-Flint</b>	<b>\$69.4</b>	Grand Valley State Univ.	\$87.9
Grand Valley State Univ.	\$55.2	Grand Valley State Univ.	\$68.6	Ferris State Univ.	\$87.1
Northern Michigan Univ.	\$53.5	Northern Michigan Univ.	\$63.8	Northern Michigan Univ.	\$80.9
<b>Average</b>	<b>\$61.5</b>	<b>Average</b>	<b>\$70.9</b>	<b>Average</b>	<b>\$89.7</b>

As seen from Table 1, UM-Flint is in the middle-of-the-pack with relation to its Michigan peer institutions at the associate and full professor levels. The average salaries of associate professors at UM-Flint are slightly below average, while the average salaries of full professors at UM-Flint are slightly higher than average. The average salaries of assistant professors at UM-Flint are higher than average, which is helpful for attracting new faculty to the university. However, the Committee is concerned that only \$5,700

separates assistant and associate salaries at UM-Flint, in contrast with the \$21,000 separating the associate and full professor salaries, suggesting significant salary compression between the assistant and associate ranks.

**Table 2: AAUP National and Regional Salary Comparisons (in \$1,000s), 2009-2010**

Institution	Assistant Professor		Associate Professor		Full Professor	
		Percentage difference from UM-F		Percentage difference from UM-F		Percentage difference from UM-F
<b>UM-Flint</b>	<b>\$63,700</b>		<b>\$69,400</b>		<b>\$90,500</b>	
UM-Dearborn	\$71,500	+11.5%	\$80,100	+14.3%	\$101,300	+11.3%
National Category IAA Public Universities	\$59,959	-6.1%	\$71,075	+2.4%	\$89,648	-0.94%
North Central East Category IAA	\$57,510	-10.2%	\$67,284	-3.1%	\$84,789	-6.5%

NOTE: North Central East includes the states of Illinois, Indiana, Michigan, Ohio, and Wisconsin. A negative percentage difference indicates that the average salary is below UM-Flint salary. A positive percentage difference indicates that the average salary is above UM-Flint salary.

Table 2 compares average UM-Flint salaries with those of both national Category IIA public universities and regional Category IIA universities in the North-Central East Region, which includes the states of Michigan, Illinois, Indiana, Wisconsin, and Ohio. The table illustrates that assistant professors fare well as compared to regional and national peers. Likewise, full professors fare well against their regional peers and do slightly better than their national peers. The situation with associate professor salaries is mixed, with UM-Flint average associate professor salaries higher than their regional peers but lower than their national peers. The Committee notes that faculty of all ranks at UM-Flint earn significantly lower salaries than faculty of comparable rank at UM-Dearborn.

## **B. CUPA Comparisons**

Average salary data from CUPA-HR for the 2009-2010 academic year for UM-Flint is compared to four comparison groups: all institutions nationally, all public four-year institutions nationally, all public Category II masters-granting institutions (the category UM-Flint falls into with the CUPA-HR data) nationally, and all Michigan public universities minus the “Big 3” (UM-Ann Arbor, Michigan State University, and Wayne State University).

**Table 3: CUPA National and Regional Salary Comparisons (in \$1,000s), 2009-2010**

<b>Comparison group (4-digit)</b>	<b>Overall Average</b>	<b>Full Professor</b>	<b>Associate Professor</b>	<b>Assistant Professor</b>
<b>UM-Flint</b>	<b>\$70,638</b>	<b>\$89,070</b>	<b>\$68,561</b>	<b>\$63,790</b>
All Institutions	\$68,011	\$87,522	\$66,966	\$59,838
All Public 4-year	\$69,612	\$90,065	\$68,088	\$61,741
Public Masters II	\$63,921	\$78,959	\$61,563	\$58,409
Michigan Public (minus UM-AA, MSU, and WSU)	\$69,654	\$89,066	\$68,274	\$62,231

As seen from Table 3, UM-Flint faculty salaries are comparable to the comparison groups. Average UM-Flint assistant professor salaries are above the comparison group averages. Average UM-Flint associate and full professor salaries are roughly equal to the averages of all public 4-year institutions and Michigan public institutions minus the Big 3. However, like in Table 2, Table 3 illustrates that there is salary compression between the assistant and associate professor ranks, with only \$4,800 separating the two ranks. Overall, the Committee is appreciative of the efforts by the university to move and keep faculty salaries in-line with UM-Flint's peer institutions and to make salaries at the assistant professor level competitive in order to aid in the recruitment of new faculty to UM-Flint. The Committee urges UM-Flint to maintain the gains made with regards to faculty salaries, especially given that according the AAUP, average faculty pay nationwide rose by only 1.2%, its lowest increase ever recorded by the association in its 50-year history.

## **II. UM-Flint Faculty Resource Allocation Issues**

In last year's CESF report, the Committee expressed concern over the decline of tenured and tenure-track faculty throughout the past decade and the coinciding rise of full- and part-time lecturers. This trend has continued into the 2009-2010 academic year.

### **A. Faculty Headcount and Enrollment Data**

Table 4 below shows the annual headcounts for full- and part-time faculty at UM-Flint in the Fall semesters from 2001-2009. Full-time faculty can be classified as a) ranked faculty (full professors, associate professors, and assistant professors), b) full-time instructors, or c) full-time lecturers. Part-time faculty are almost entirely part-time lecturers with perhaps one or two tenured or tenure-track faculty on part-time duty. Almost all of category a) can be classified as faculty who have tenure or are on the

tenure-track, although there are several full, associate, and assistant professors who are not tenure-track. Likewise, there are several full-time instructors who are on the tenure-track.

**Table 4: Faculty and Student Headcounts**

<b>Year</b>	<b>Full, Assoc., &amp; Assist. Professors</b>	<b>Full-Time Instructors</b>	<b>Full-Time Lecturers</b>	<b>Total Full-Time Faculty</b>	<b>Part-Time Lecturers</b>	<b>Total Enrollment</b>
2001	171	1	44	216	189	6,397
2002	179	2	47	228	190	6,434
2003	163	3	48	214	155	6,152
2004	155	4	57	216	179	6,188
2005	158	5	58	221	182	6,422
2006	163	7	61	231	193	6,527
2007	166	4	59	229	211	6,883
2008	167	10	68	245	224	7,260
2009	169	12	76	257	237	7,773
<b><i>Change from 2001 to 2009</i></b>						
Count	-2	+11	+32	+41	+48	+1,376
Percent	-1.17%	+1,100%	+72.73%	+18.98%	+25.40%	+21.5%
<b><i>Change from 2008 to 2009</i></b>						
Count	+2	+2	+8	+12	+13	513
Percent	+1.20%	+20%	+11.77%	+4.90%	+5.80%	+7.07%

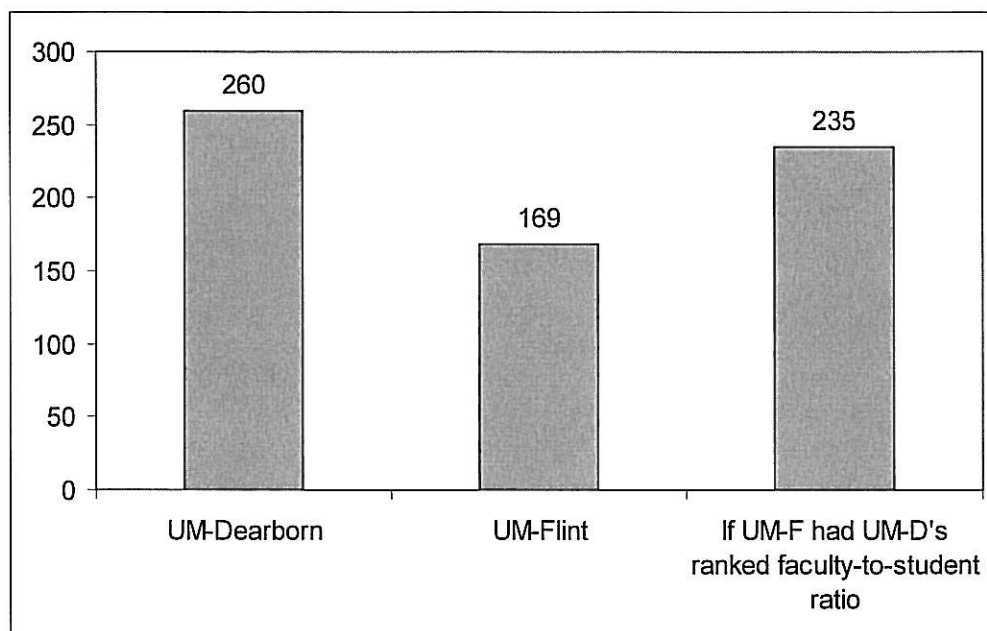
Table 4 above illustrates that the trends the Committee expressed concern over in last year's report continue this year. From Fall 2008 to Fall 2009, student enrollment increased by 513 students, or by 7.07%. During this time period, the number of full, associate, and assistant professors only increased by 2, or by 1.20%. In contrast, the number of full-time lecturers increased by 8, or by 11.77% while the number of part-time lecturers increased by 13, or by 5.80%. Fall 2008 to Fall 2009 mirrors the past decade, where between 2001 and 2009, the number of full, associate, and assistant professors shrank by 2, or a 1.17% decrease. In contrast, the number of full-time lecturers increased by 32, or a 72.73% increase while the number of part-time lecturers increased by 48, or a 25.40% increase. The last column of Table 4 notes the enrollment growth UM-Flint experienced over this time, from 6,397 students in 2001 to 7,773 students in 2009, a 21.5% increase. In fact, UM-Flint has received media attention as the fastest growing public university in Michigan in terms of student enrollment over the last two years. The Committee is concerned that this significant enrollment growth is being met by growth in the full- and part-time lecturer ranks rather than by full-time tenure-track professors.

To further illustrate this, Figure 1 below compares the number of full, associate, and assistant professors at UM-Dearborn with UM-Flint. Note from Figure 1 that UM-Dearborn has 260 ranked faculty members compared to 169 at UM-Flint. A portion of this difference is due to the slightly larger student enrollment at UM-Dearborn (8,642 vs. 7,773 at UM-Flint in Fall, 2009). However, even given this enrollment difference, UM-



Flint still lags UM-Dearborn in terms of the number of full, associate, and assistant professors on faculty. That is, UM-Dearborn has 33 students to each full, associate, and assistant professor, while UM-Flint has 46 students to each full, associate, and assistant professor. As Figure 1 illustrates, if UM-Flint had 33 students to each full, associate, and assistant professor as UM-Dearborn does, UM-Flint would have 235 tenured or tenure-track professors on the faculty, rather than only 169. In other words, to match UM-Dearborn's student-faculty ratio, UM-Flint would have to hire an additional 64 full-time tenured or tenure-track professors.

**Figure 1: Comparison of the Number of Full, Associate, and Assistant Professors at UM-Dearborn and UM-Flint**



The Committee certainly recognizes the valuable contribution of full- and part-time lecturers at UM-Flint. However, the Committee believes that tenured and tenure-track faculty uniquely contribute to the mission of the university. More than other full-time faculty, the tenured and tenure-track faculty are expected to conduct research and to present it at academic conferences, in addition to teaching and developing new courses, mentoring students, and participating in unit and university-wide service committees. Additionally, the Committee believes that students who attend a four-year university such as UM-Flint have an expectation that courses be taught by tenured or tenure-track faculty who hold terminal degrees in their fields.

The Committee is concerned that students may not see what sets UM-Flint apart from other lower-cost institutions if the trend away from tenured and tenure-track faculty continues (e.g. UM-Flint costs \$311.40 per credit hour while Mott Community College costs only \$88.34 per credit hour). This outcome may jeopardize the ability of UM-Flint to sustain the enrollment growth that the university has enjoyed over the decade. The Committee believes that enrollment growth should be met with a proportional rise in both tenured and tenure-track faculty as well as lecturers, rather than at only the lecturer rank.

Additionally, the new General Education (GE) program that is currently being phased in at UM-Flint will put further pressure on the tenured and tenure-track faculty at UM-Flint, especially the First Year Experience (FYE) courses and the senior-level Capstone courses. In discussions about GE at UM-Flint, it has been stressed by the administration that FYE courses should be taught by full-time faculty, with limited use of part-time faculty for these courses. The Committee is concerned that this will mean that part-time lecturers will be need to be hired to teach the courses that the full-time faculty members will no longer be teaching because they will be teaching the new FYE courses (assuming the FYE courses will not be taught as overloads). In addition to quality concerns with respect to hiring new part-time lecturers, the Committee is concerned that the use of part-time lecturers does not facilitate the creation of the long-term bond that exists between full-time faculty and students, which makes student mentoring, retention, and recruitment into the faculty member's major subject area more difficult.

To get a sense of the pressure that the new FYE courses will put on our limited full-time faculty resources, consider that there are 800 incoming freshman in a typical academic year. Full-time faculty members will be expected to teach at least 32 sections of FYE courses each year, as these courses are capped at 25 students per faculty member and not all FYE courses will have the maximum of 25 students. Thus, there will be pressure to staff 32 or more sections of courses with part-time lecturers that the full-time faculty members were previously teaching before the GE reform. The net impact of these new FYE courses would be the equivalent of adding several new academic programs and could justify the hiring of five or six new faculty members (assuming a six course teaching load per year), just to staff the new FYE courses. The Committee is concerned that these courses are now being implemented for the 2010-2011 academic year without a corresponding increase in faculty. The same pressure exists, to a lesser extent, with respect to the senior-level Capstone courses required under the new GE program if the Capstone requirement is fulfilled through the creation of a new course at the departmental level, and taught by a full-time faculty member. Likewise, the extensive assessment paperwork that will now be required in general education courses under the new GE program will further strain the resources of the full-time faculty who teach these courses, and will shift these resources away from the faculty member's other teaching, research, and service duties, as will compiling and writing the required yearly assessment reports.

## **B. Faculty Headcount and Enrollment Data in the Four Academic Units**

The four tables (Tables 5-8) on the following two pages present data on the number of tenure and tenure-track faculty versus non-tenure and tenure-track faculty by academic unit. The tables also provide enrollment data by economic unit. The enrollment data is the "Fall credits by course prefix", which is the number of credit hours students take in courses taught by a particular unit during the Fall semester. For example, a student taking a three credit economics course would contribute three credits to the College of Arts and Sciences' Fall credit count. The caveat is that if a course is cross-listed with another unit, the other unit gets the enrollment credit for this course, even if the faculty member teaching the course is not a member of that unit. For example, if a three credit public administration course is cross-listed with health care and a student in health care



takes the course under the health care course prefix, the School of Health Professions and Studies gets the enrollment credit for the course, even though the course is being taught by a College of Arts and Sciences faculty member. These cross-unit course listings are a small fraction of the overall total number of credits.

**Table 5: Faculty Headcount and Credit Hours in the College of Arts and Sciences**

Year/Fall	Full-Time Faculty		Part-Time Faculty		Total	Fall Credit Hours by Course Prefix
	Tenured and Tenure Track	Non-Tenure Track	Tenured and Tenure Track	Non-Tenure Track		
2001	113	46	0	99	258	49,579
2002	113	48	1	96	258	49,292
2003	101	42	1	86	230	45,814
2004	102	50	0	83	235	45,528
2005	106	49	1	91	247	46,375
2006	109	53	3	84	249	46,021
2007	107	55	3	94	259	47,997
2008	109	61	2	95	267	51,435
2009	113	70	1	98	282	55,119
<b>Change from 2001 to 2009</b>						
Count	<i>no change</i>	+24	+1	-1	+24	+5,540
Percent	<i>no change</i>	+52.2%	+100%	-1.01%	+52.2%	+11.2%

Source: Fall IPEDS Data Set & Registrar's 10<sup>th</sup> day memo by course prefix.

**Table 6: Faculty Headcount and Credit Hours in the School of Management**

Year/Fall	Full-Time Faculty		Part-Time Faculty		Total	Fall Credit Hours by Course Prefix
	Tenured and Tenure Track	Non-Tenure Track	Tenured and Tenure Track	Non-Tenure Track		
2001	15	3	0	15	33	5,961
2002	17	3	0	11	31	5,451
2003	19	6	0	5	30	6,022
2004	14	2	0	14	30	5,901
2005	17	1	0	14	32	6,047
2006	18	0	0	16	34	6,452
2007	18	0	0	15	33	6,733
2008	18	0	0	13	31	7,104
2009	17	2	0	9	28	7,088
<b>Change from 2001 to 2009</b>						
Count	+2	-1	<i>no change</i>	-6	-5	+1,397
Percent	+13.3%	-33.3%	<i>no change</i>	-40.0%	-15.1%	+23.4%

Source: Fall IPEDS Data Set & Registrar's 10<sup>th</sup> day memo by course prefix.

**Table 7: Faculty Headcount and Credit Hours in the School of Education and Human Services**

Year/Fall	Full-Time Faculty		Part-Time Faculty		Total	Fall Credit Hours by Course Prefix
	Tenured and Tenure Track	Non-Tenure Track	Tenured and Tenure Track	Non-Tenure Track		
2001	14	1	0	43	58	6,294
2002	15	3	1	51	70	6,849
2003	14	4	0	38	56	7,286
2004	19	2	0	40	61	6,704
2005	19	3	0	30	52	6,908
2006	19	2	0	39	60	6,745
2007	20	3	0	32	55	6,432
2008	21	4	0	30	55	5,881
2009	20	3	0	31	54	6,685
<b>Change from 2001 to 2009</b>						
Count	+6	+2	<i>no change</i>	-12	-4	+391
Percent	+42.8%	+200%	<i>no change</i>	-27.9%	-6.9%	+6.21%

Source: Fall IPEDS Data Set & Registrar's 10<sup>th</sup> day memo by course prefix.

**Table 8: Faculty Headcount and Credit Hours in the School of Health Professions & Studies**

Year/Fall	Full-Time Faculty		Part-Time Faculty		Total	Fall Credit by Course Prefix
	Tenured and Tenure Track	Non-Tenure Track	Tenured and Tenure Track	Non-Tenure Track		
2001	14	11	0	32	57	5,853
2002	15	13	0	30	58	5,041
2003	16	10	0	25	51	5,332
2004	13	12	0	42	67	6,409
2005	12	14	0	46	72	7,189
2006	16	14	0	50	80	8,029
2007	13	13	0	67	93	9,175
2008	18	14	0	84	116	10,698
2009	19	13	2	96	130	12,780
<b>Change from 2001 to 2009</b>						
Count	+5	+2	+2	+64	+73	+6927
Percent	+35.7%	+18.1%	<i>n/a</i>	+200%	+128%	+118%

Source: Fall IPEDS Data Set & Registrar's 10<sup>th</sup> day memo by course prefix.

Tables 5 through 8 illustrate that the university-wide increase in full-time lecturers is stemming from the College of Arts and Sciences, which saw a 24 person (or 52.2%) increase in this category between 2001 and 2009. Tables 5 through 8 also illustrate that the university-wide increase in part-time lecturers is from the School of Health Professions & Studies, which saw a 64 person (or 200%) increase in this category between 2001 and 2009).

### C. UM-Flint Faculty Resources vs. Administrative Resources

Table 7 below displays the annual headcounts between 2001 and 2009 for full-time faculty and for full-time professional and administrative positions at UM-Flint. Full-time UM-Flint faculty include tenured and tenure-track faculty members, full-time instructors, and full-time lecturers.

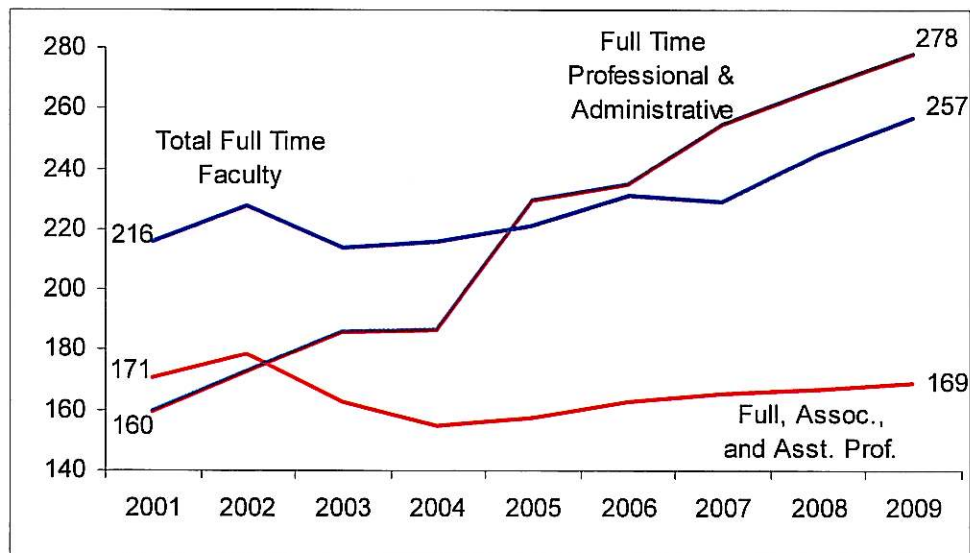
**Table 7: Full-Time Faculty vs. Full-Time Professional/Administrative at UM-Flint**

Year	Full, Assoc., & Assist. Professors	Full-Time Instructors	Full-Time Lecturers	Total Full-Time Faculty	Full-Time Professional, Administrative
2001	171	1	44	216	160
2002	179	2	47	228	173
2003	163	3	48	214	186
2004	155	4	57	216	187
2005	158	5	58	221	230
2006	163	7	61	231	235
2007	166	4	59	229	255
2008	167	10	68	245	267
2009	169	12	76	257	278
<b>Change from 2001 to 2009</b>					
Count	-2	+11	+32	+41	+118
Percent	-1.17%	+1,100%	+72.73%	+18.98%	+73.75%
<b>Change from 2008 to 2009</b>					
Count	+2	+2	+8	+12	+11
Percent	+1.20%	+20%	+11.77%	+4.90%	+4.12%

The faculty headcounts displayed in Table 7 are repeated from Table 4. As seen from Table 7, the professional/administrative headcount has increased both over the 2001-2009 period and during the most recent 2009-2010 academic year. The increase between 2001 and 2009 in administrative/professional headcount has been steep. In 2001, the combined total of full, associate, and assistant professors outnumbered administrators by 11 positions (171 faculty vs. 160 professional/administrative). However by 2009, the number of administrators outnumbers *all* full-time faculty (professors *and* lecturers) by 21 positions (278 administrators versus 257 full-time faculty members). Of most concern to the Committee is the fact that in 2009, the number of administrators outnumbered the number of full, associate, and assistant professors by 109 positions (278

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**Figure 2: Full-Time Faculty vs. Full-Time Professional/Administrative at UM-Flint**



### III. Conclusion

#### A. Summary of CESF Concerns

1. There has been significant growth of professional and administrative positions as well as in academic programs (41 new academic programs created between 2001 and 2008) relative to the number of new full-time faculty (see Figure 2).
2. The number of full, associate, and assistant professors at UM-Flint decreased by 1.17% between 2001-2009. In contrast, the number of full-time lecturers increased by 72.73% and the number of part-time lecturers increased by 25.40%. Enrollment increased by 21.5% (see Table 4). Thus, the increase in enrollment is being met by an increase in lecturers rather than an increase in tenured and tenure-track faculty.

- c. Can UM-Flint continue to fulfill its mission of academic excellence, student centeredness, and engaged citizenship with a decline in full, associate, and assistant professors?
- d. Can the tenured and tenure-track faculty bear the increasing burdens of the new academic programs, assessment, committee assignments, faculty governance, mentorship, etc. as well as meeting research expectations and engaging in academic excellence?

**B. Recommendations:**

1. The Committee recommends efforts by the University to significantly increase the number of tenured and tenure-track faculty at UM-Flint to counteract the ongoing disinvestment in faculty that has been taking place at the same time that we have also been experiencing: a) a record growth in student enrollment, and b) a significant increase in new academic programs (41 between 2001-2008).
2. The Committee recommends that the explosive growth in administrative personnel at UM-Flint by 118 positions over the last eight years, relative to a decline in full-time tenured and tenure-track faculty over the same period, be discussed by the Regents, especially if the same trends prevail at UM-AA and UM-Dearborn.
3. The Committee would like to continue to bring awareness of the trends outlined in this report and recommend that campus-wide discussions take place to consider whether or not these trends compromise the mission and academic excellence of UM-Flint.
4. The Committee recommends that it continue to receive research support from the Office of Institutional Analysis for future CESF reports.