



Representing Faculty, Librarians & Veterinarians

# WORKLOAD IMPACT OF THE ADMINISTRATION'S FINANCIAL DECISIONS

2/22/2016

A Supplement to the Financial Advisory  
Committee's Analysis of University Finances

The UGFA Financial Advisory Committee illustrates through numerous graphs the impact on UGFA member workload (and hence morale) as a consequence of the Administration's financial decisions in recent years.

# Workload Impact of the Administration's Financial Decisions

## INTRODUCTION

This document presents the UGFA Financial Advisory Committee's examination of various measures of UGFA member workload in recent years. After performing our third analysis of University finances, we decided that it was important to illustrate that the Administration's financial decisions have had a tremendous non-positive impact on workload (and, as a result, morale).

This outcome resonates loudly in every member survey that UGFA has run.

This document is essentially a collection of graphs, often with annotations. We believe that each of the images naturally generates discussion and that the entire collection gives a strikingly clear representation of a very sad situation. The narrative on the next page acts as our brief road map through the graphs that follow. The tone of this narrative is decidedly less clinical than our Financial Analyses.

We take this approach in the hope of sparking more elevator, coffee, and "water cooler" conversation, so that more of the UGFA membership both

- share and compare their own workload stories with their colleagues, and
- raise workload questions to their Deans and other members of the Administration.

Data for the graphs come from the University's Audited Financial Statement and the Council of Ontario Universities "Common University Data Ontario" (CUDO) dataset, as supplied by the Administration. We also include a few graphs that use Sunshine List data, which is supplied by the Administration to the government.

## KEY FINANCIAL ELEMENTS OF RECENT YEARS

We summarize the recent past behavior of five financially-related elements.

### **Net Assets** (Figure 1)

Growth, growth, growth. With the exception of one flat year in 2009. Average growth of \$92M (or 7.8%) per year since 2007.

### **Revenues – Expenses = Surplus/Deficit** (Figure 2)

Growth, growth, growth in surplus. With the exception of one actuarially-driven deficit (adjusted a year later from an initial \$26M surplus). Three incredible surpluses in a row.

### **Internally Restricted Funds** (Figure 3)

Growth, growth, mega-growth. Re-read our financial analyses. What can we say? Just see Figure 3.

### **Administrative Bloat** (Figure 4)

Growth, growth, growth. The Sunshine list data is not so easy to parse, so it is possible there are slight errors in our counting, but surely not in the trend. Remember that this only shows salaries of at least \$100K.

## **Administration's Negotiation Position on Salary Increases**

~~Growth, growth, growth.~~ Sorry, we thought we saw a persistent pattern.

Administration push for zero, net-zero, near zero.

In the last round of negotiations, the Administration proposed to gut our salary system. UGFA proposed increases completely in line with the sector, hoping to maintain our place within the Ontario system, a desirable state both for current faculty and for the recruitment of strong new faculty. The Administration's sound bites: the coffers are empty, your current salary is your reward for working at the University, and so on. With the strong support of UGFA members, we managed to secure:

Modest salary increases, with some lump sum sacrifices.

Our place in the Ontario system will decrease some, given that our neighbours negotiated with far more reasonable Administrations, securing better salary increases.

Our Administration also sought to change our working conditions dramatically through the power to unilaterally change a faculty member's distribution of effort.

## WORKLOAD INDICATORS

Summary of the first section: resources and Administration = growth, growth, and more growth.

In this section we look at workload indicators.

### Former President Alastair Summerlee's Data (Figure 5)

Recall President Alastair Summerlee's presentation at the 2014 Rumour Mill meeting.

Fewer Faculty + More Students + Bigger Classes + More Funding per Faculty = Increased Workload.

### Number of Students (Figure 6)

We can look at COU CUDO data, the Administration's own data, to see how enrolments have evolved over time. Growth, growth, growth.

### Number of Faculty (Figure 7)

We can mine the CUDO data for yearly "Instructional Faculty" numbers back to 2006 (earlier data is not available). Note that "Instructional Faculty" might well include some Administrators, but the picture is bleak even in this case. Decrease since 2008.

### Student-Faculty Ratio (Figure 8)

We can use the CUDO data to construct the student-faculty ratio. As Maclean's Guide to Canadian Universities reports, the University of Guelph as the highest student-faculty ratio of any of the comprehensive universities in the guide. We see the consistent increase since 2008, coinciding with the onset of staggering growth in internally restricted funds.

The Maclean's student survey also shows that our students have the highest satisfaction rate. The Financial Advisory Committee suggests that combining these two results demonstrates the commitment of UGFA members to our students (and hence our twin missions): despite having the worst average workload issues, as measured by the ratio, we deliver an educational experience that students rate highly. Imagine what we and our students could achieve if the Administration's decisions actually positioned us for success instead of tremendous morale-sapping challenges.

### Growth in Faculty (Comparative) (Figure 9)

We can also look at the Sunshine list to see how faculty numbers (earning \$100K+) have changed over time. Very soon this list will include all faculty at the University of Guelph, as well as at our frequent comparators (the Bovey Six, including Guelph). For comparison purposes, we looked at the evolution of Sunshine List faculty at all of the Bovey Six universities. Even faculty a number of years ago at any of the institutions would be on the Sunshine List in the past few years. Using 2006 total faculty count at each institution as a baseline, we looked at the cumulative growth in percentage of faculty on the Sunshine List. We find that all other Bovey Six members have accumulated significantly more faculty growth by this measure.

This is why their student-faculty ratios remain must lower than ours, despite the fact that all universities have increased enrolments during this time. Instead of comparable new hires at Guelph, we've had talk of a structural deficit during a period of "internally restricted" stockpiling and the establishment of a structural surplus, after three years of incredible surpluses.

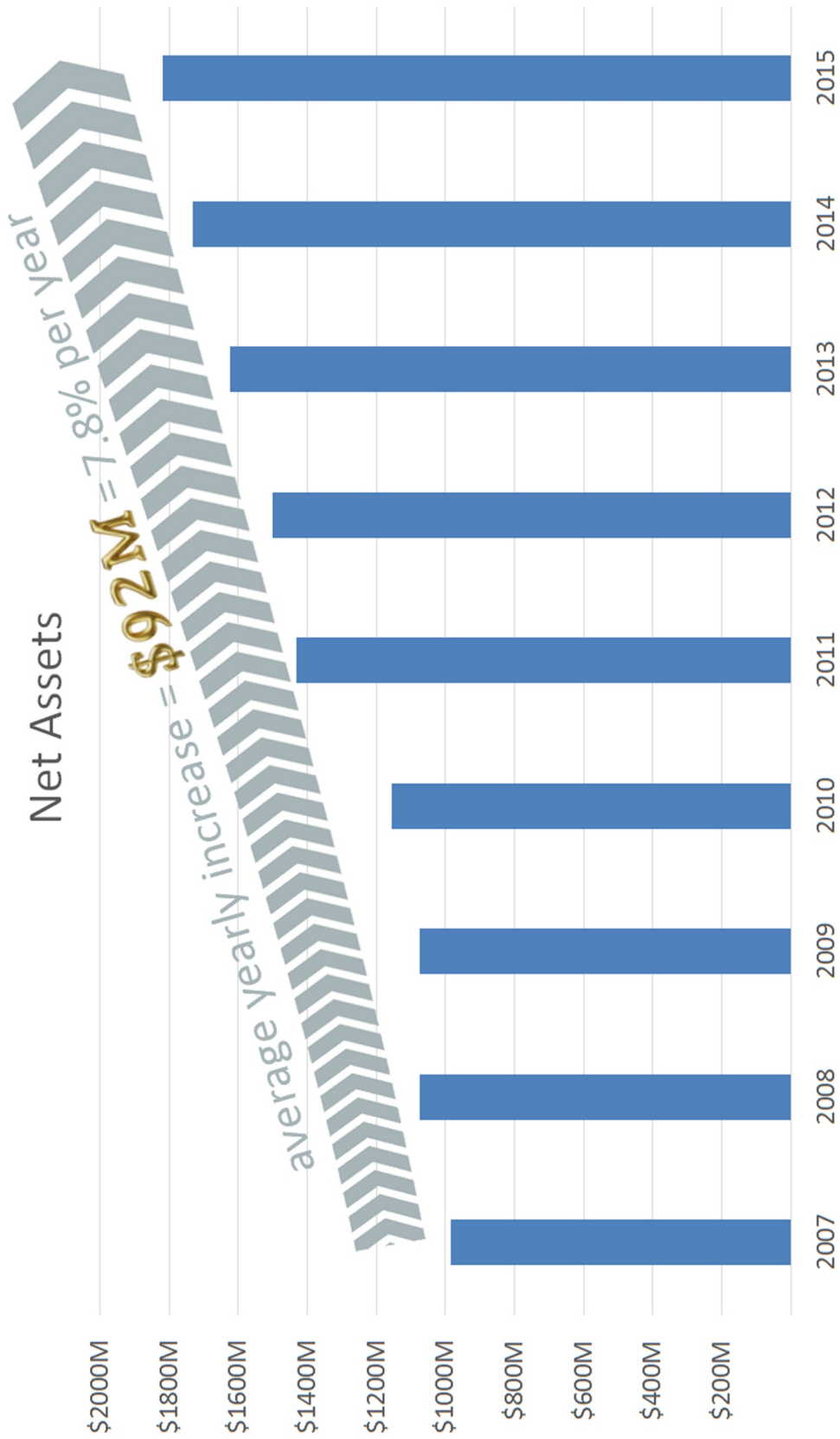


FIGURE 1: NET ASSETS (AUDITED FINANCIAL STATEMENTS)

Revenues, Expenses, and Surplus/Deficit, 2010-2015

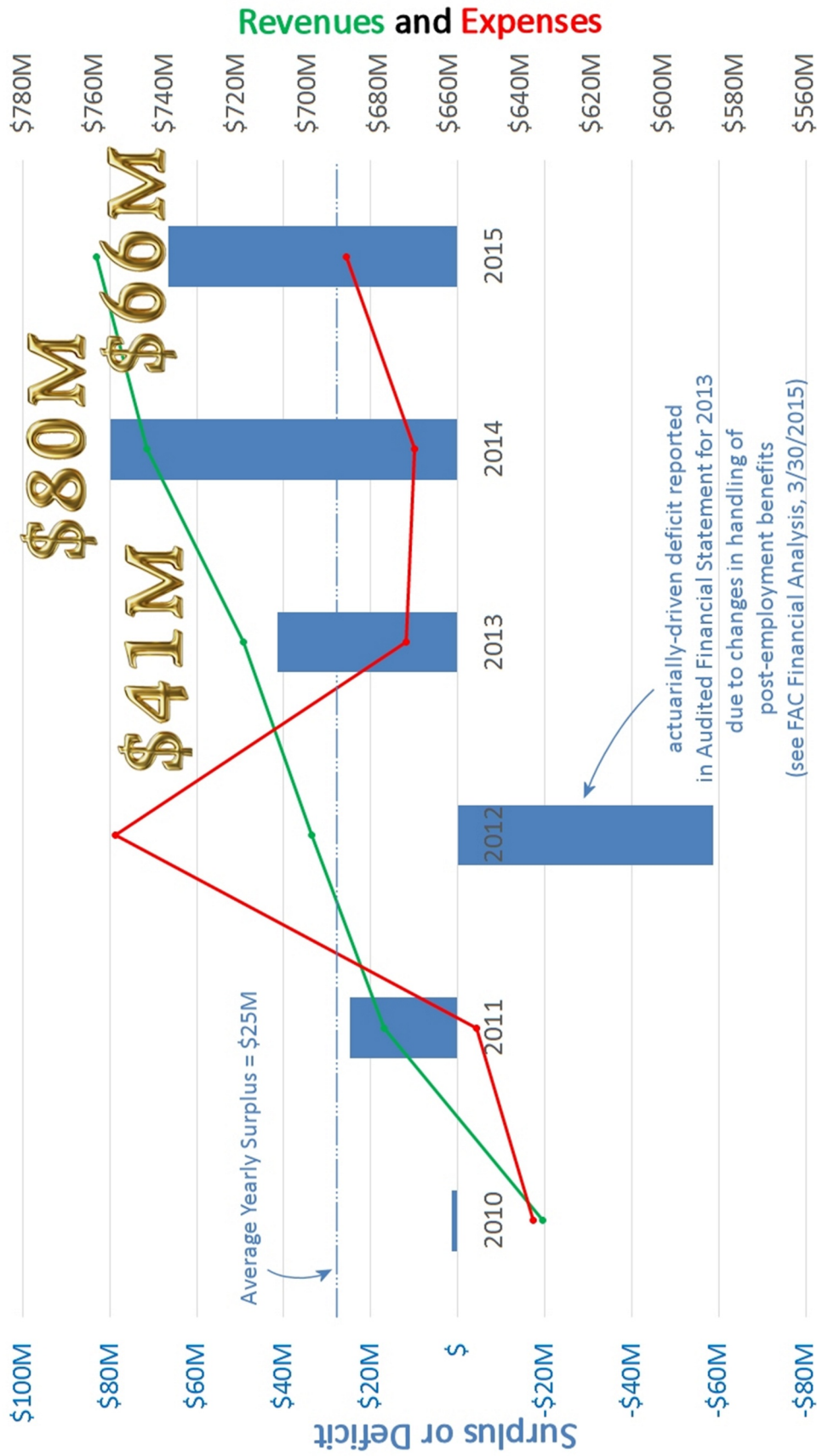


FIGURE 2: TOTAL REVENUES, EXPENSES, AND SURPLUS/DEFICIT (AUDITED FINANCIAL STATEMENTS)

### "Internally Restricted" Funds

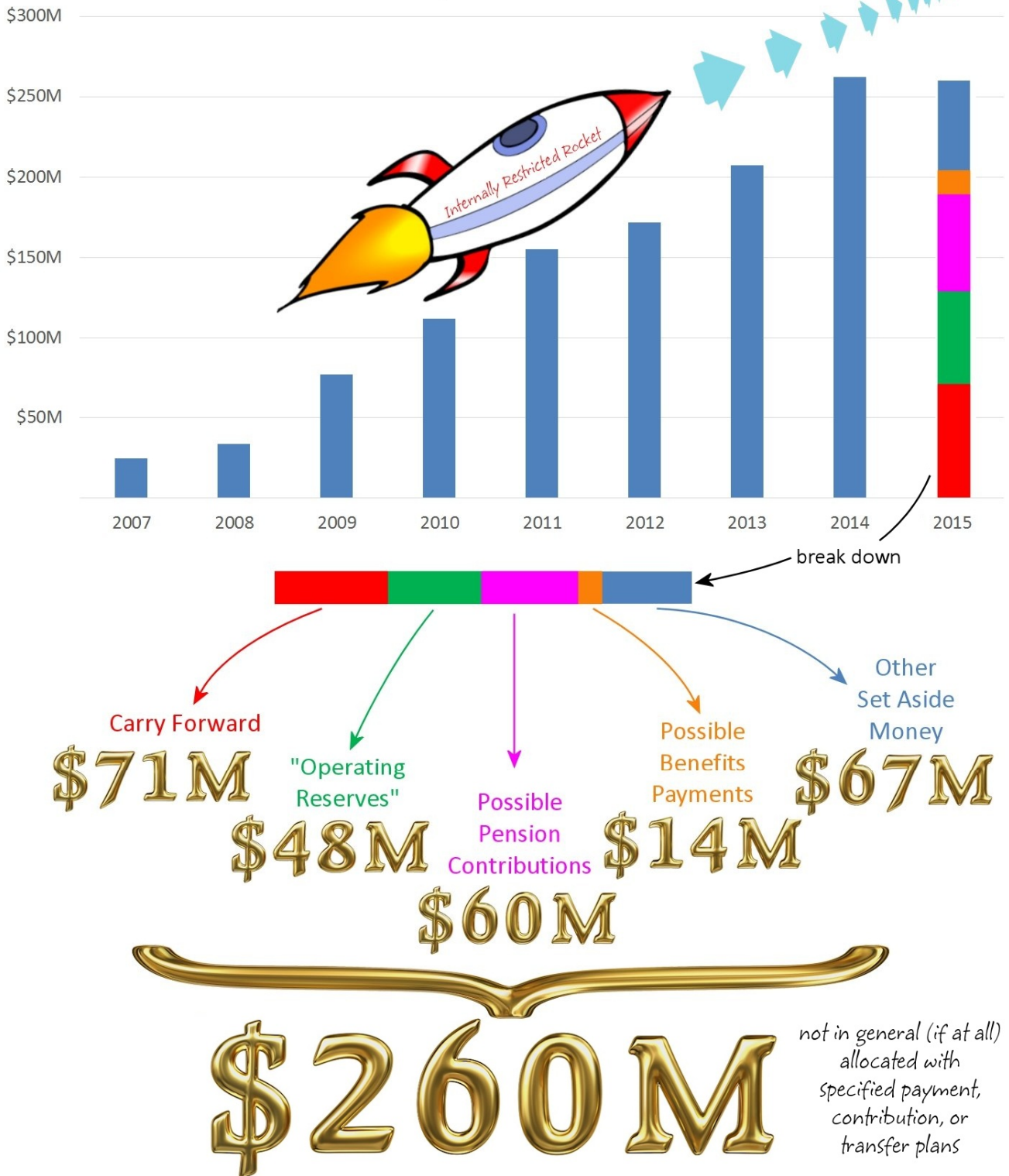


FIGURE 3: STAGGERING GROWTH IN INTERNALLY RESTRICTED FUNDS (AUDITED FINANCIAL STATEMENTS)

# Administrational Growth at University of Guelph

Source: Ontario Government "Sunshine List"

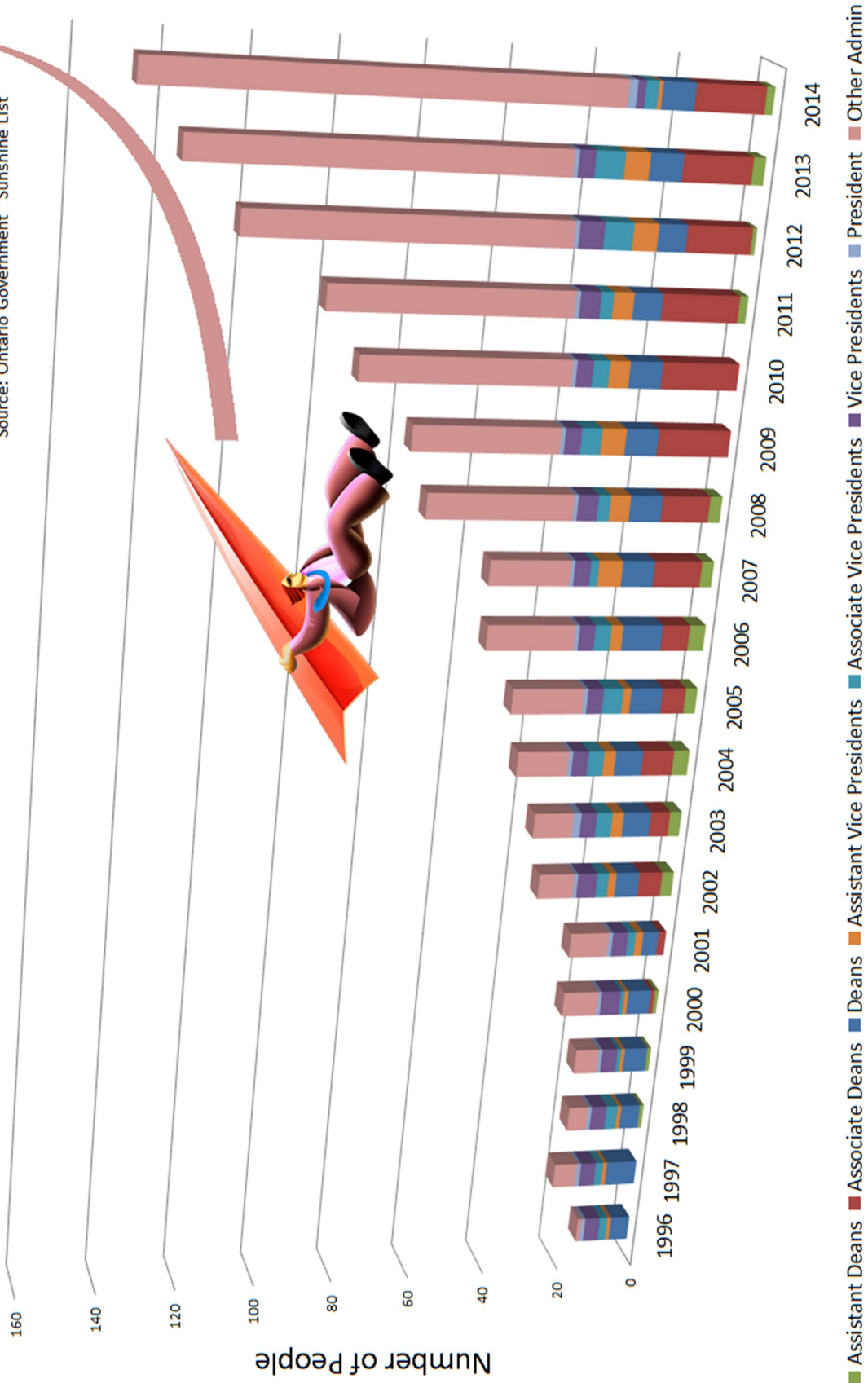


FIGURE 4: ADMINISTRATIONAL GROWTH, SALARIES OF AT LEAST \$100K (SUNSHINE LIST)



# Comparative statistics – 5 years (total University)

Overall change in College budgets		\$175.6M - \$191.9M +9.3%		
	2008/2009	2011/2012	2012/2013	5 year % Change
Total Faculty Budgeted FTE's	850 (Incl. 34 CL's)	795 (Incl. 24 CL's)	786 (Incl. 23 CL's)	-1.1%
Staff Complement (regular full-time FTE's)	361 (Ex. 208 OMAF/Trust)	352 (Ex. 208 OMAF/Trust)	360 (Ex. 209 OMAF/Trust)	-0.3%
Graduate Numbers (eligible)	1,899	2,107	2,137	+12.5%
Graduate Numbers (ineligible)	355	353	353	-0.6%
Total Undergraduate Course Enrolments (CE's)	163,789	187,193	186,665	+14.0%
Total Grads / Total Faculty	2.7	3.1	3.2	+19.4%
Average Section Size (CE's / Sections)	65	76	75	+15.9%
Avg CE's by Faculty Who Taught	144	170	170	+18.4%
Total Research \$ / Total Faculty	\$136,644	\$159,209	\$158,899	+16.3%

An Equation  
 ↓ Fewer Faculty  
 +  
 More Students  
 +  
 Bigger Classes  
 +  
 More Research Funding

= Increased Workload

Source: President Alastair Summerlee's Rumour Mill Presentation, 2014

FIGURE 5: ADMINISTRATION'S COMPARATIVE STATISTICS; ANNOTATION IN RIGHT MARGIN IS OURS.

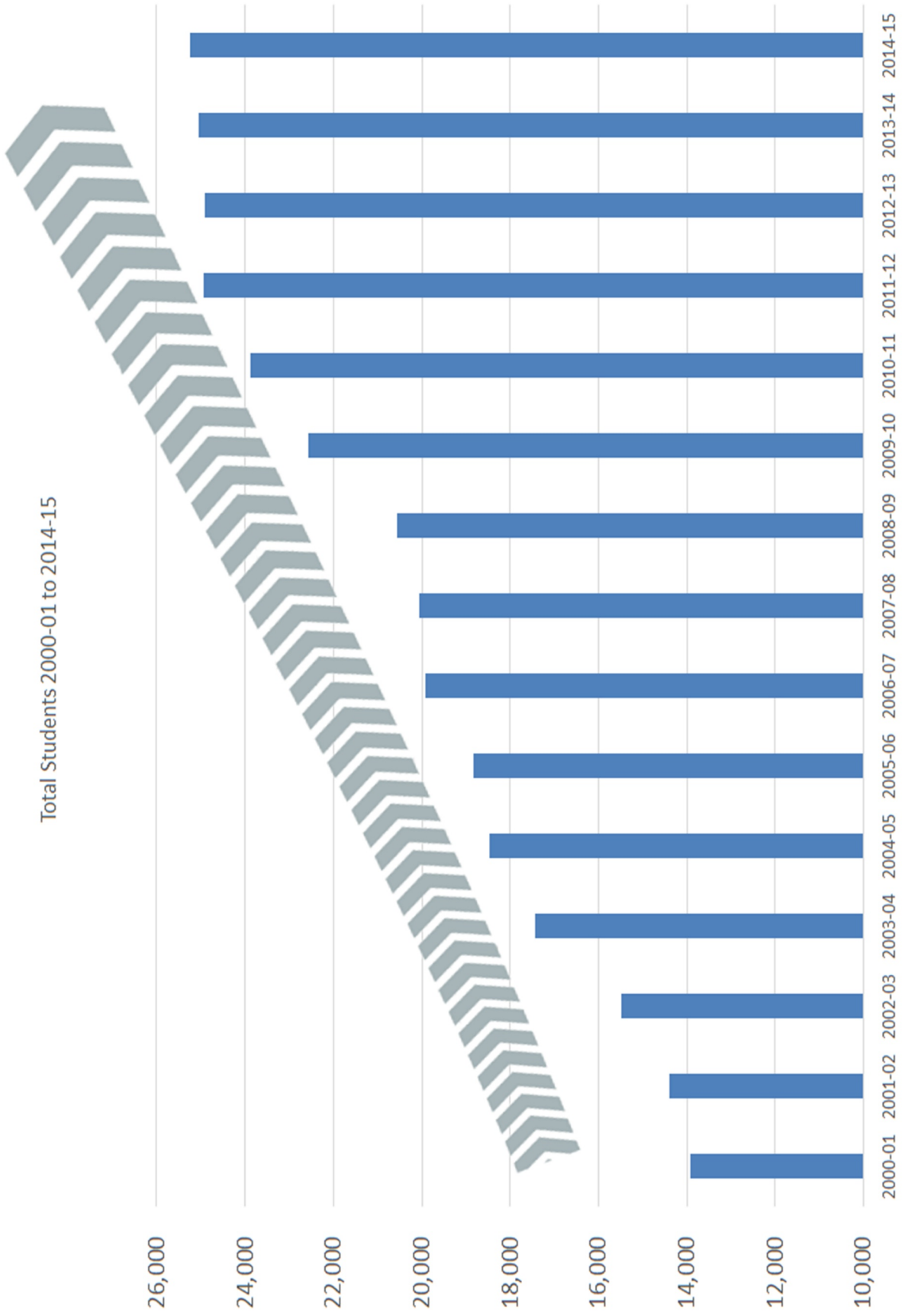


FIGURE 6: TOTAL STUDENTS (COU CUDO DATA)

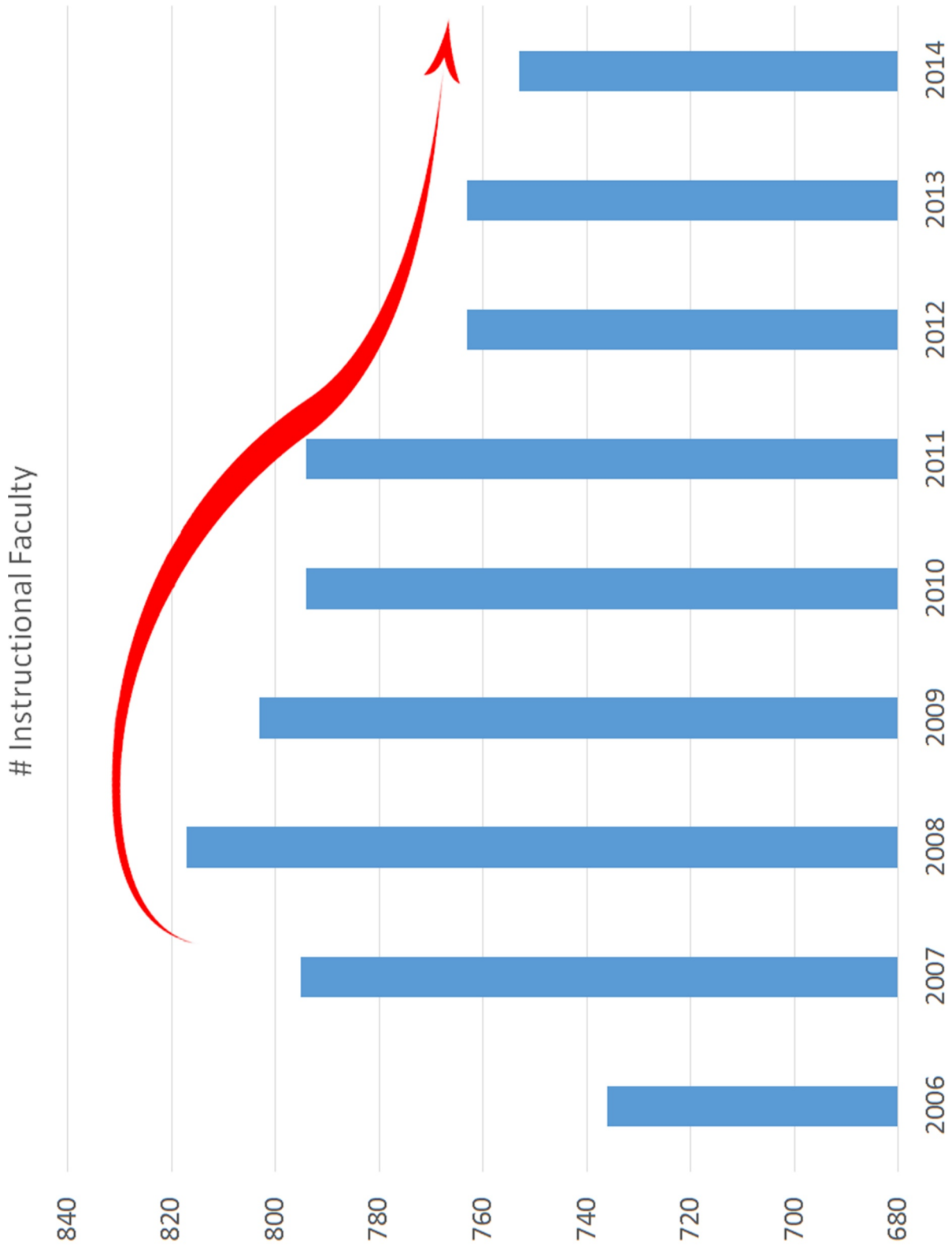


FIGURE 7: TOTAL "INSTRUCTIONAL FACULTY (COU CUDO DATA)

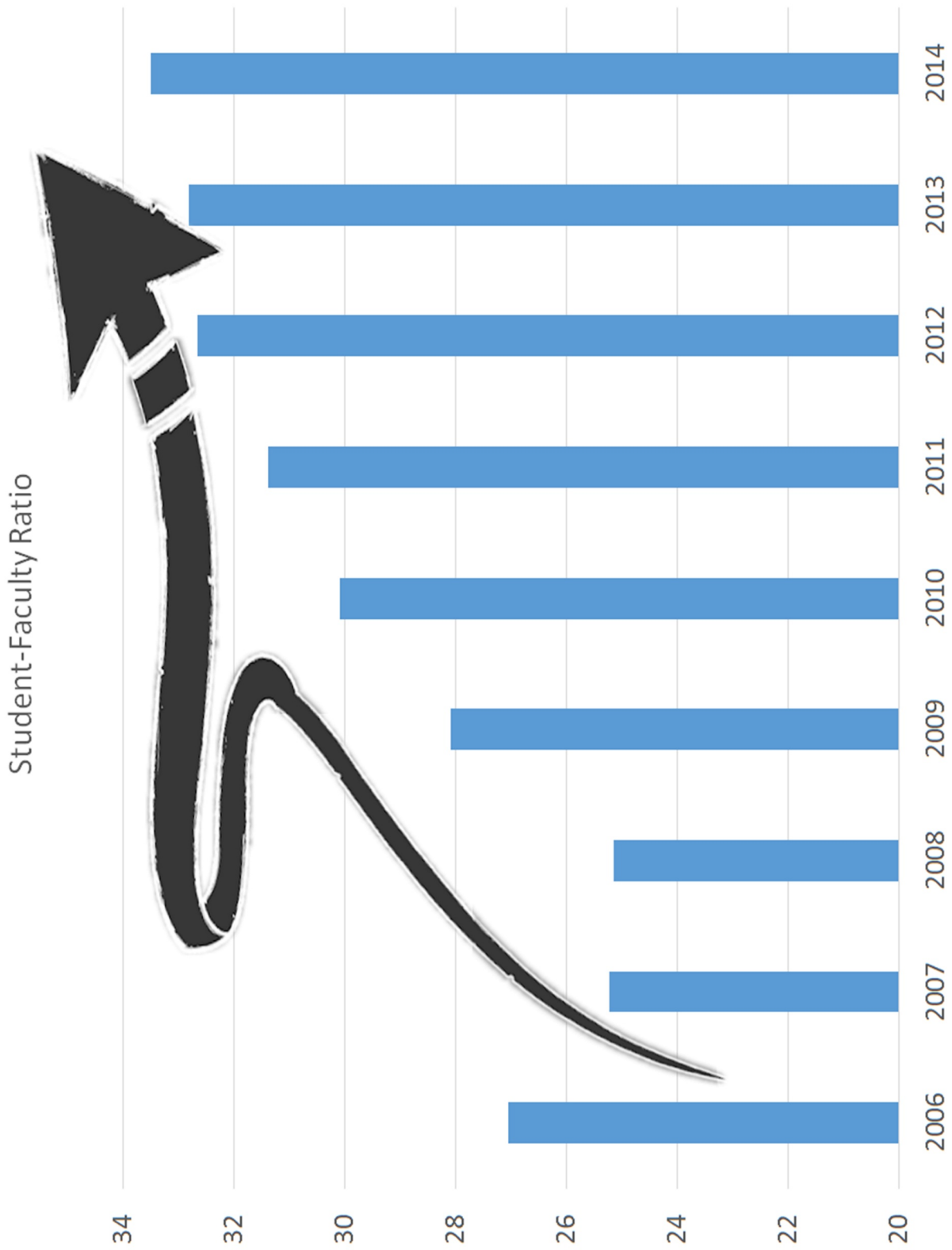


FIGURE 8: STUDENT-FACULTY RATIO (COU CUDO DATA)

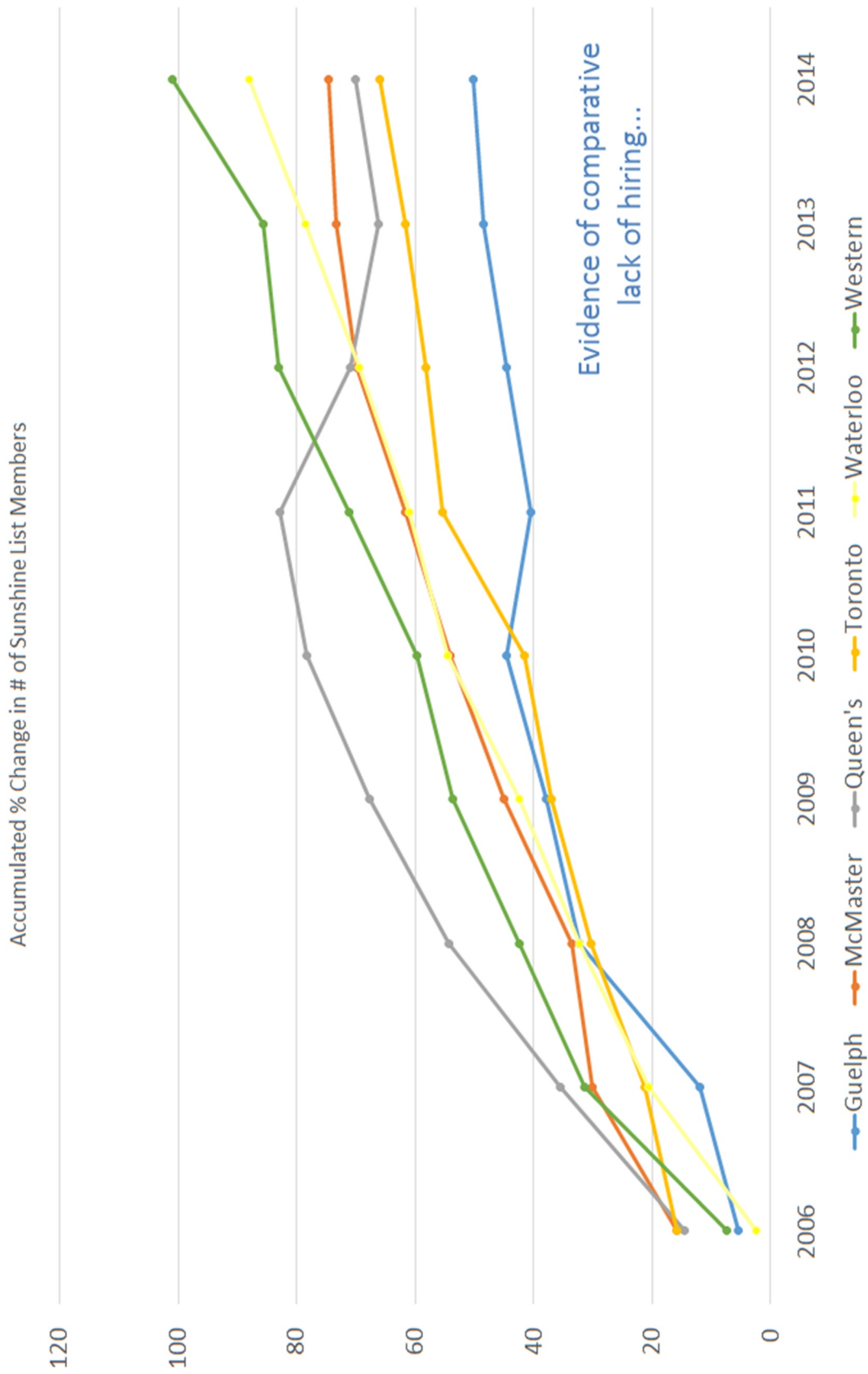


FIGURE 9: ACCUMULATED PERCENTAGE CHANGE IN SUNSHINE LIST FACULTY MEMBERS AT THE BOVEY SIX FROM BASELINE 2006 (SUNSHINE LIST)

