



URA-AFT budget survey 2009

Part IV: Organizational Structure & Valuing of Staff

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Methodology

- This was an online survey conducted from March 27 through April 4, 2009.
- An e-mail invitation was sent to all 1,968 members of the administrative unit, along with one reminder e-mail. Six-hundred and seventeen (617) people responded (31%).
- The text for each question is provided in the results, along with base numbers used in the analysis.
- The survey was anonymous.
- For this report, additional research was conducted to determine the growth in the president's cabinet since 2004, and to obtain salary figures for senior executives earning over \$200K.

Key findings:

- When it comes to budget decisions, people generally feel valued by their department, but not by the university overall or by their division or school, i.e., finding ways to cut costs that would avoid lay-offs and salary reductions.
- There is a perception that Rutgers has a top-heavy administration. People in this survey do not understand why senior executives are being hired when management is threatening lay-offs. There are questions about the necessity of these executives, their effectiveness, and their compensation.
- Respondents cite several types of unfair treatment of staff: cuts are being made to staff and services, increases in workload go unrecognized, and procedures around salaries and promotions are unclear. Many staff report an increase in workload due to the forensic audit and new cost controls.

Recommendations:

Bridging the gap between senior management and administrative staff

- We recommend that President McCormick provide detailed information about the organizational structure of the university. There are 17 members on the president's cabinet and 54 members on the administrative council. An organizational chart portraying the reporting structure of these executives and the main divisions, schools, and operating units would be helpful. It may help answer questions about their roles and responsibilities and compensation.
- We recommend that senior management make more of an effort to communicate directly with administrative staff . This could include presentations to staff about their overall goals and vision for their particular division, school, or unit. It could also include e-mails or other communication specifically addressed to staff acknowledging their awareness of staff issues as well as the role and contribution staff make to their organization.
- The president and any member of the president's cabinet is welcome to come and speak at a URA-AFT membership meeting, which is held on a monthly basis and video-conferenced to the Newark and Camden campuses.

Recommendations (cont'd):

Valuing of staff

- We recommend that department leaders and managers be encouraged to invest in their staff and empower them through increased information, training, fair distribution of workload, clear division of labor within departments, appropriate levels of compensation, and ongoing recognition for their ideas and contributions to their department, not just in the SCP review once a year. Staff retention, recognition, and job satisfaction should be included in the criteria for measuring the job performance of managers and supervisors.
- It is not clear how merit increases are awarded. Allocations for individual units are made by vice-presidents, deans, or directors who typically have little or no contact with the staff affected by those decisions; in some cases, the allocations are determined before the SCP review is done, giving the impression of arbitrary decision-making and/or favoritism. The process and criteria for making these allocations should be made clear to everyone at all levels.

Recommendations (cont'd):

Workload distribution

- Whenever staff are laid off, we recommend that leaders of departments and managers be required to plan how the scope of operations will change and be reduced as a result of the lay-off(s), and share these plans with remaining personnel. People should not be asked to absorb substantial amounts of work without additional compensation.
- Include administrative staff in policy-making that affects their work. The new cost controls that came out of the forensic audit is one example of policy changes made in a top-down approach, resulting in an increase in workload for staff that went largely unrecognized. A TABER review committee was set up at the time that had no administrative staff, only faculty. The initial implementation of RIAS is another example of insufficient involvement of lower level staff in early planning stages. Including staff early on can help the implementation go more smoothly for any new policy or procedure.

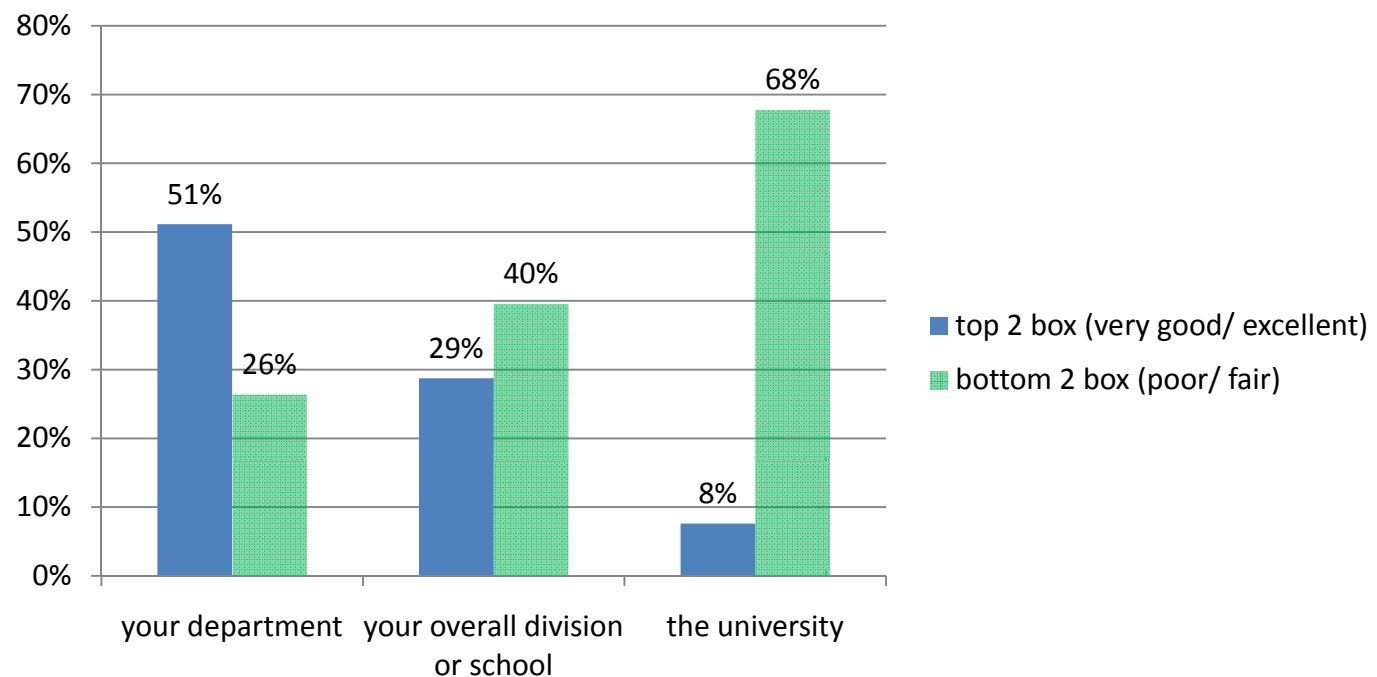
Recommendations (cont'd):

Promotions and career ladder planning

- Staff should be encouraged to seek promotion and advancement when appropriate. They should complete the classification and recruitment form (CARF) to help themselves and their supervisor determine whether an in-grade salary adjustment or a re-classification is appropriate. In the URA-AFT contract, article 33 calls for a written explanation when a re-classification request is denied; this is currently not being done for administrative staff, which results in confusion and lowered morale.
- We recommend that University Human Resources develop viable career ladders within Rutgers. There are currently over 300 unique job titles in the administrative unit. Generic job descriptions are posted on the UHR website for a few titles, but there is little differentiation between titles in salary grades 3 through 5, which affects the majority of administrative staff. We recommend reducing the number of titles, creating job families based on function, and creating descriptions for all titles that clearly differentiate between responsibilities and tasks that correspond to different levels. Clear parameters for each job will benefit both employee and manager, and provide incentives for staff to strive for excellence.
- We also recommend that the mission of career services be expanded to include providing information and career counseling to Rutgers employees.

Valuing of staff in making budget decisions, i.e., finding ways to cut costs that would avoid lay-offs and salary reductions

- A little over half of respondents (51%) give their department positive ratings for valuing staff in making budget decisions.
- By contrast, four in ten (40%) rate their division or school as poor or fair in valuing staff and over two-thirds (68%) give low ratings to the university.



Q9 How would you rate the following three entities in terms of valuing staff when making budget decisions, i.e., finding ways to cut costs that do not result in reducing staff salaries or eliminating jobs (five-point scale: poor, fair, good, very good, excellent)? bases: department (565), division/school (508), university (512)

Examples of bad budget decisions (top executives)

- Problems with top executives received the second-highest mention as an example of a bad budget decision made by the university, second only to football and athletics. The most frequently mentioned concern is that the administration is top-heavy and that many senior hires are unnecessary (37%), including vice-presidents, deans, and directors.
- Respondents also feel executive salaries and bonuses are too high (28%) and question why lower-level positions are being cut while so many senior executives are being hired (18%), especially during bad economic times (7%).

examples of bad budget decisions (top executives)	% mentioned
top-heavy administration, unnecessary	37%
salaries/bonuses too high	28%
cutting staff, but keeping top-heavy management	18%
senior management ineffective	10%
big salary hires during bad economic times	7%

Growth of president’s cabinet since 2004

- It appears that six positions have been added to the president’s cabinet since 2004. In addition, there have been a number of title changes at the vice-president level not listed below.

growth of president's cabinet	2004	2009
President	Richard McCormick	Richard McCormick
Exec Vice President, Academic Affairs	Philip Furmanski	Philip Furmanski
Exec Vice President, Administrative Affairs	Karen Kavanagh	vacant
Exec Vice President, Dev & Alum Relations; Pres, RU Found	James Dawson	Carol Herring
Chancellor (formerly Provost), Rutgers-Camden	Roger Dennis	Margaret Marsh
Chancellor (formerly Provost), Rutgers-Newark	Steven Diner	Steven Diner
Senior Vice President, Finance & Administration	Jeffrey Apfel	Bruce Fehn
Vice President & General Counsel	John Wolf	Jonathan Alger
Vice President, Continuous Education & Outreach	Raphael Caprio	Raphael Caprio
Vice President, Research & Grad & Professional Education	vacant	Michael Pazzani
Vice President, Student Affairs	Gregory Blimling	Gregory Blimling
Vice President, University Budgeting	Nancy Winterbauer	Nancy Winterbauer
Vice President, University Relations	Kimberly Manning	Kimberly Manning
Director, Intercollegiate Athletics	non-cabinet	Tim Perneti
Secretary of the University	non-cabinet	Leslie Fehrenbach
Vice President, Alumni Relations	non-cabinet	Donna Thornton
Vice President, Enrollment Management	non-cabinet	Courtney McAnuff
Vice President, Public Affairs	non-cabinet	Jeannine LaRue
Vice President, Undergraduate Education	non-cabinet	Barry Qualls

President, vice-president, and related titles earning over \$200K

- There are 22 senior executives earning \$200K or more, including the president, vice-presidents, and related titles, totaling \$6.2 million in salaries.

president, vice president, & related titles at Rutgers earning over \$200K				
President	\$635,345		VP, Public Affairs	\$250,000
Exec VP, Academic Affairs	\$572,615		Interim Chancellor, Camden	\$236,500
VP, Health Science Partnerships	\$392,335		Assoc VP, Pharmaceuticals	\$228,243
Chancellor, Newark	\$303,807		VP, University Budgeting	\$216,336
Senior VP & General Counsel	\$300,000		Assoc VP, Plant Biology & Pathology	\$212,769
Exec VP, Dev & Alum Rels; Pres, RU Found	\$299,000		VP, Undergraduate Education	\$210,424
VP, Physical Science & Engin Partnerships	\$288,750		Director, Chancellor's Office, Newark	\$210,000
Special Counselor, Integrative Acad Progs	\$273,171		Assoc VP & Deputy General Counsel	\$207,292
Senior VP, Finance & Administration	\$270,000		VP, Student Affairs	\$201,408
VP, Research & Graduate & Prof Educ	\$261,225		Exec Vice Chancellor, Newark	\$200,000
VP, Enrollment Management	\$253,439		VP, University Relations	\$200,000
Total: \$6.2 million				

Salary figures represent gross pay for 2008-09, including bonuses and other pay; sources include a May 19, 2009 OPRA request from management and the Asbury Park Press DataUniverse search engine: <http://php.app.com/rutgersweb/search.php>.

Deans and directors earning over \$200K

- There are 24 deans and directors earning over \$200K, totaling \$5.8 million in salaries.

deans & directors earning over \$200K			
Dean, Rutgers Bus Sch-Newark	\$ 312,000	Dean, Fac of Arts & Sciences-Newark	\$ 239,625
Dean, Sch of Public Affairs & Admin	\$ 300,194	Dean, Sch of Criminal Justice	\$ 235,750
Dean, Sch of Law, Newark	\$ 287,278	Interim Dean, Sch of Engineering	\$ 235,059
Exec Dean, Sch of Arts & Sciences	\$ 285,000	Dean, Sch of Mgmt & Labor Relations	\$ 232,190
Exec Dean, Sch of Env & Bio Sciences	\$ 272,010	Dean, Sch of Commun, Info, & Lib Studies	\$ 226,111
Dean, Sch of Law, Camden	\$ 266,895	Director, Biomaps Institute	\$ 225,957
Exec Vice Dean, Rutgers Bus Sch-Newark	\$ 266,628	Exec Vice Dean, Sch of Arts & Sciences	\$ 223,428
Dean, Sch of Pharmacy	\$ 262,000	Dean, Computer Science, Camden	\$ 210,463
Director, Waksman Inst of Microbiology	\$ 250,348	Dean, Grad Sch of Education	\$ 209,346
Acting Dean, Sch of Arts & Sciences	\$ 244,335	Dean, Instruc, Fac of Arts & Scis-Newark	\$ 205,110
Dean, Sch of Social Work	\$ 243,800	Dean, Acad Progs & Resch, SEBS	\$ 204,614
Vice Dean, Sch of Arts & Sciences	\$ 241,505	Dean, University College	\$ 201,469
Total: \$5.8 million			

Salary figures represent gross pay for 2008-09, including bonuses and other pay; sources include a May 19, 2009 OPRA request from management and the Asbury Park Press DataUniverse search engine: <http://php.app.com/rutgersweb/search.php>.

Forensic audit and new cost controls - impact on workload

- Forty-four percent (44%) of respondents indicate that the forensic audit conducted in the past three years and the resulting new cost controls caused a moderate or substantial increase in workload (by at least 10 percent).
- A little over half (53%) report minimal or no change in workload.
- Three percent (3%) have seen a decrease in workload.

forensic audit & new cost controls - impact on workload	response frequency	
substantial increase in workload (by 30 percent or more)	15%	44%
moderate increase in workload (by 10 or 20 percent)	29%	
minimal increase in workload (by 5 percent)	23%	53%
no increase or decrease in workload	26%	
minimal decrease in workload (by 5 percent)	4%	
moderate decrease in workload (by 10 or 20 percent)	2%	3%
substantial decrease in workload (by 30 percent or more)	1%	

*Q11 Within the past three years, Rutgers has instituted a series of new cost controls as a result of a forensic audit. These controls affected a range of business and accounting practices, for example, the processing of requisitions and TABERS. Please check the statement below that best describes the impact these changes had or did not have on your workload. If you do not perform any business- or accounting-related functions, please check N/A.
base=290*

Selected comments

On top-heavy administration:

- Elimination of student services, classes, and employees, but maintain top-heavy management.
- Layoffs of people making small amounts while paying VP's hundreds of thousands of dollars.
- Laying off from the bottom of the pay scale, leaving departments vastly understaffed.
- Cuts continue to start at the bottom.
- The University needs to do more cutting at the higher levels, not the administrative staff only. We all need to share the burden.
- Appointing people at top positions at excessive salaries when lower ranked individuals may lose jobs.
- Failure to protect and stabilize staffing in the administrative sector.
- Hiring additional director level personnel while simultaneously laying off "little people" who actually do the work.
- University continues to hire top administrators while the budget is so bad (or so they say).
- Creating too many VP positions and then complaining of budget cuts.
- I am not sure how much value these executives are adding to the organization.
- Hiring a \$200,000 position to oversee abuse of expenditures in New Brunswick athletics.
- Numerous hires in expensive positions when "P4P" (at the time) people didn't have funds to get raises.
- Paying high bonuses to the president and other top university officials. It creates a sense of entitlement. Their six figure salaries should be sufficient compensation.
- Possible salary freeze - for those of us making below \$50,000, it is hard to survive as it is.

Selected comments (cont'd)

On treatment of staff (workload, compensation, hiring):

- Due to the current economic situation our department is working on limited funds with more workload put on the staff and faculty.
- It appears the university is combining two and three positions into one and offering lower salaries.
- In light of positions and duties being combined, employees get overwhelmed more quickly.
- Cutting experienced, dedicated staff in 2006 and putting two people's work into one person's hands.
- Dismissive attitude towards staff members assuming work for multiple positions.
- Allowing people to perform multiple tasks and then rejecting position upgrades.
- I would like to see administrative assistant job descriptions re-evaluated. It is my understanding that I am doing higher level work than what my description calls for.
- It is scary here, especially when you try to do your job and you are yelled at and you are not even asking for extra pay.
- Valuing the staff is not just about trying to keep people's jobs and salaries, although that is a significant part. Our department has done a good job with keeping people employed, but in an effort to save money, they often freeze hiring on open lines. We provide services to the university community. The staff is reduced, but the hours we must cover remain the same or are even increased.

Selected comments (cont'd)

On treatment of staff (cont'd):

- Hiring outside, when in-house personnel are applying for a vacant position.
- Letting go of old personnel to hire new with double or more salary.
- Continuing to hire new people when other people are being laid off.
- They lay off employees and then a few months later hire someone making more money than the person they laid off.
- Laying off individuals who have been at RU for many years and know their jobs and hiring incompetent people.
- Within the last two years our department has lost 3-4 workers making less than 50K and gained three making more than 100K, yet the nature or structure of the organization has not changed.
- Not reviewing departments in regards to pay scales.
- In my last review I received a 1% raise. The decision was made before my SCP was even done.
- Poor track record with how employees are treated which often leads to low retention rates, e.g., high turnover in the dean's office.
- I feel there are many people doing above and beyond and not getting recognized.