

## Appendices to Faculty Compensation and Benefits Committee Report on Administrative and Faculty Employment Growth at Ohio State

### Appendix A: Employment Growth by Unit and Position

#### Upper level Administrative Employment

Upper Level Administrative employment has grown rapidly in all units, ranging from a 29% increase in the colleges to 210% growth in University Advancement. This is documented in Table A-1. The largest employers of upper level administrators at OSU are the colleges and the Medical Center, with 95 and 101 FTEs in 2015, respectively. All other units combined employed 170 upper level administrators in 2015.

Upper level administrative employment by type of position has more than doubled at the Vice President and Vice Provost levels (including assistant and associate). The number of deans has barely increased, but the number of vice, associate, and assistant deans increased from 3 to 10 FTEs. Executive and senior directors increased very rapidly, as did directors and administrative directors, while associate and assistant directors remained about the same. These are very heterogeneous categories, and it is difficult to generalize about why these categories have expanded so rapidly. The same is true for administrators and managers.

#### Tenure Track Faculty Employment

The decline in the size of the tenure track faculty has been very uneven across colleges (see Table A-2). There were modest increases from 2000 to 2015 in Engineering, the small colleges, and the regional campuses. Arts and Sciences, Medicine, and Business experienced small declines. The largest declines were in FAES, Veterinary Medicine, and Dentistry. Interim Provost McPherson pointed out to us that the large decline in FAES was concentrated in OSU Extension, which declined from 202 to 78 between 2000 and 2015. This is confirmed by a figure below breaking out FAES employment by extension and non-extension.

#### Clinical and Research Faculty Employment

Clinical and research faculty positions are combined here because the number of research faculty is small. Clinical faculty are concentrated mainly in health sciences. Table A-3 shows that employment of clinical faculty grew very rapidly in the Colleges of Medicine, Veterinary Medicine, and some of the small health sciences colleges.

#### Associated Faculty Employment

Employment of associated faculty has grown rapidly throughout the colleges, as shown in Table A-4. The College of Medicine is the largest employer of associated faculty (mainly clinical

instructors), with a total FTE about equal to all other colleges combined in 2015. Employment growth has been similar across the main categories of lecturer and clinical and of the practice.

Table A-1: Growth in FTE Upper Level Administrative Employment by Unit and Position

	2000	2015	2000-2005	2005-2010	2010-2015	2000-2015
<b>Administrators by unit</b>						
Colleges	71	95	15	-1	15	29
Medical Center	28	101	62	50	15	128
Office of Academic Affairs	41	68	9	14	27	50
President, Senior VP, OHR, etc.	13	46	27	70	25	123
Student Life	4	9	0	81	5	86
University Advancement	3	24	108	76	27	210
Legal Affairs	--	15	--	122	79	201
<b>Administrators by position</b>						
President, Provost, Sr. VP, VP	5	25	65	69	26	160
Asst & Assoc VP & Vice Provost	26	70	41	36	21	98
Dean	20	21	6	0	3	8
Vice, Assoc, & Asst. Dean	3	10	96	-133	159	122
Executive & Senior Director	8	39	92	74	-6	159
Directors	43	91	4	35	37	76
Associate & Assistant Director	38	37	6	0	-9	-3
Administrative Director	4	24	69	56	54	179
Administrators incl senior & assoc	9	25	33	12	59	104
Counsel	1	12	69	169	105	248

Source: Calculated from data provided by the OSU Office of Human Resources. See Appendix B for the list of positions classified as upper-level administrator.

Notes: The first two columns show the number of FTE employees (headcount of enrolled students in the last row) in 2000 and 2015. The last four columns show logarithmic growth rates in percent over the indicated period. The growth rate for Legal Affairs in the last column is for 2005 to 2015.

Table A-2: Growth in FTE Tenure Track Faculty Employment by College

	2000	2015	2000-2005	2005-2010	2010-2015	2000-2015
Arts and Sciences	938	926	3	-0	-4	-1
College of Medicine	417	395	18	8	-32	-5
Food, Agric. & Environ Science	476	287	-19	-15	-17	-51
Engineering	253	265	3	-2	4	4
Education and Human Ecology	154	128	-5	6	-20	-18
Small Colleges	154	184	2	6	9	17
Regional Campuses	150	154	12	1	-11	2
Fisher College of Business	93	84	-18	6	2	-10
Veterinary Medicine	80	46	-9	-2	-44	-56
Dentistry	65	42	-16	-14	-14	-44

Notes: Small colleges include Public Health, Social Work, Public Affairs, Optometry, Law, Nursing, and Pharmacy. See notes to Table A-1 for additional explanation.

Table A-3: Growth in FTE Clinical and Research Faculty Employment by College

	2000	2015	2000-2005	2005-2010	2010-2015	2000-2015
Dentistry	24	31	17	25	-18	24
Small Colleges	20	62	41	12	58	111
Veterinary Medicine	9	42	48	71	38	157
College of Medicine	131	741	61	89	23	174

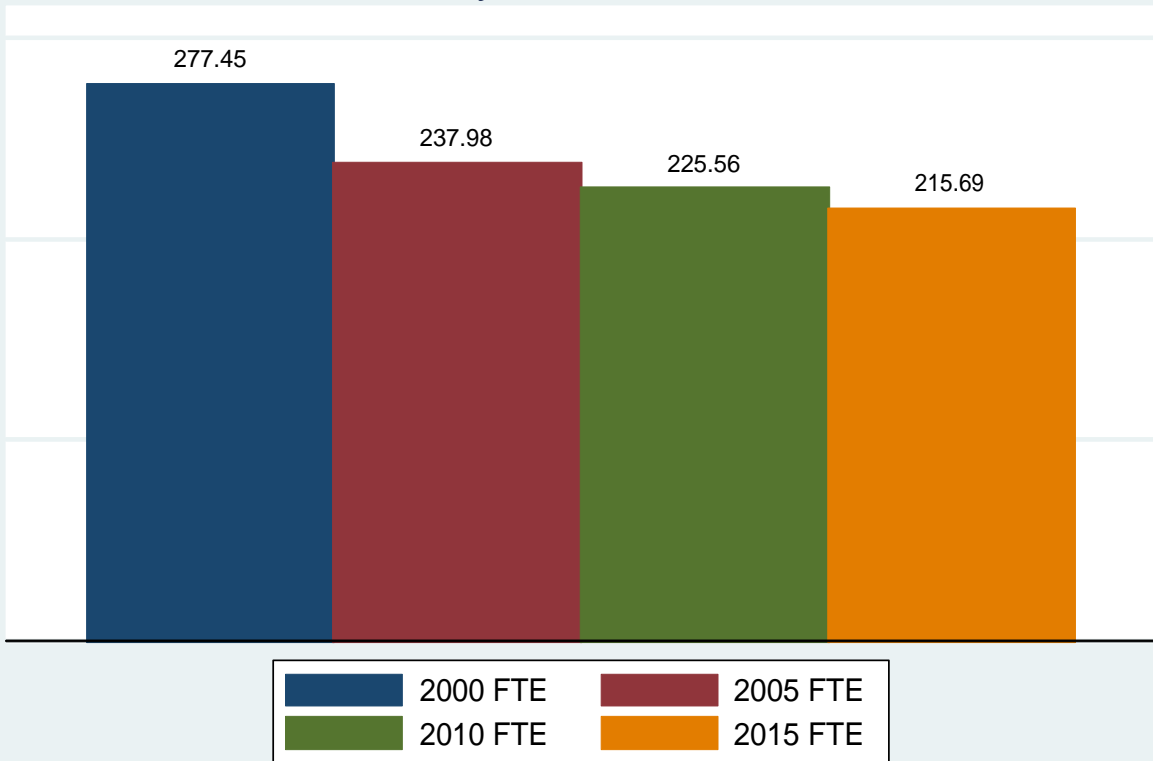
See notes to Tables A-1 and A-2 for explanation.

Table A-4: Growth in FTE Associated Faculty Employment by College and Position

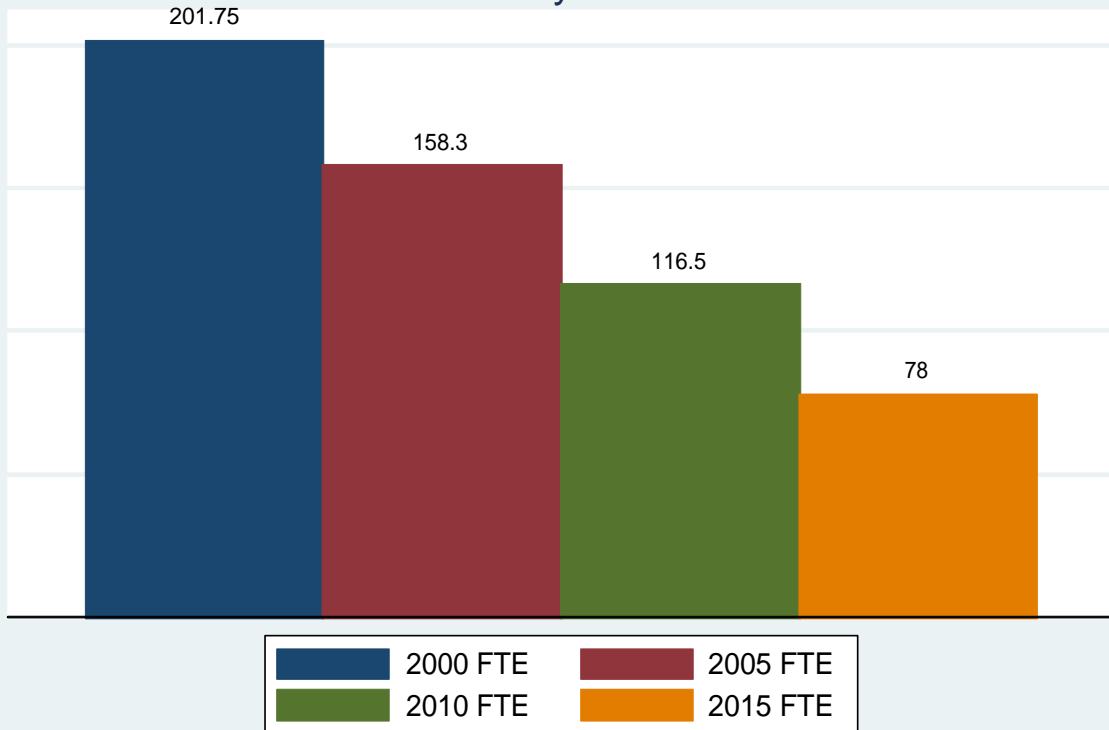
	2000	2015	2000-2005	2005-2010	2010-2015	2000-2015
<b>Associated faculty by college</b>						
Arts and Sciences	224	330	11	27	2	39
College of Medicine	628	1022	17	22	10	49
Food, Agric. & Environ Science	25	56	-2	80	4	83
Education and Human Ecology	34	70	32	39	1	73
Engineering	29	84	16	46	44	106
Small Colleges	40	151	64	32	37	133
Regional Campuses	121	172	29	12	-5	36
Dentistry	16	51	37	30	47	114
Veterinary Medicine	13	48	77	11	45	133
Fisher College of Business	17	51	52	37	23	112
<b>Associated faculty by position</b>						
Lecturer	396	731	21	30	10	61
Clinical and Practice	670	1179	22	21	14	56
Other	79	131	15	31	4	50

Notes: Associated faculty includes lecturers, clinical instructors, professors of the practice, visitors, adjuncts, and retired. See notes to Tables A-1 and A-2 for explanation.

### Tenure Track Faculty in FAES other than Extension



### Tenure Track Faculty in FAES: Extension



## Appendix B: Classification of upper-level administrators

Positions dropped from Unclassified SAP in constructing Administrative employment

	JobCd	JobCdDesc
1.	161	Acupuncturist
2.	165	ADA Coordinator
3.	225	Administrative Manager
4.	230	Admin Manager Chemistry
5.	232	Admin Manag-Exec Fitness Pgm
6.	235	Admin Manager-Dentistry
7.	236	Administrative Manager-Physics
3.	424	Anesthesiologist Assistant
4.	425	Ancillary Services Admin
5.	461	Architect 2
6.	477	ARMS Project Director
7.	485	ARMS Projects Manager
8.	1106	Assistant To Chairperson
9.	1116	Asst To Director-OARDC
10.	2373	Assoc Technical Dir-Radiology
11.	2390	Associate University Architect
12.	2628	Budget/Planning Officer
13.	2683	Business Financial Analyst
14.	2686	Business Manager 2
15.	2688	Business Manager-Operations
16.	2944	Chief Of Police
17.	2956	Chiropractor
18.	2960	Circulation Technologist
19.	3135	Clinic Coord-Optometry
20.	3158	Clinic Nurse Manager
21.	3169	Clinical Assoc-Vet Medicine
22.	3194	Clinical Nurse Anesthetist
23.	3430	Clinical Therapist
24.	3436	Clinical Program Manager
25.	3439	College Fiscal/Personnel Ofcr
26.	3493	Consltng Research Statistician
27.	3516	Coord-Academic Misconduct
28.	3666	Director of Development
29.	3687	Curator-Exhibitions WCA
30.	3868	Dentist-Health Services
31.	3870	Deputy Chief-University Police
32.	3896	Director-Corporate Giving
33.	3898	Development Officer 2
34.	3899	Development Officer 3
35.	3909	Development Officer 4
36.	4292	Education Resource Specialist
37.	4351	Environmental Manager
38.	4499	Extension Hr-SR Professional
39.	4516	Facilities Planner
40.	4704	First Assistant-Surgery
41.	4924	Health Physicist-Medical
42.	4927	Head Coach-Major Sports
43.	4928	Head Coach
44.	4947	Hazardous Material Security Sp

45.	5055	Industrial Hygienist
46.	5264	IT Program Manager
47.	5500	Law Librarian
48.	5715	Mgr-Farm Sci Review/Farm Ops
49.	5775	Manager-Perfusion Services
50.	5791	Mgr-Med Cntr Pgm Plan & Eval
51.	6033	Nurse Manager
52.	6034	Nurse Practitioner
53.	6046	Nursing-A4
54.	6047	Nursing-A5
55.	6062	Nursing Research Specialist
56.	6160	Ombudsperson
57.	6207	Osha/Environment Specialist
58.	6210	OSU Extension Educator 2
59.	6211	OSU Extension Educator 3
60.	6212	OSU Extension Educator 4
61.	6380	Physician
62.	6381	Physician Assistant
63.	6383	Physician,Health Services-Ex
64.	6384	Physician,Health Services-NE
65.	6551	Presidential Fellow
66.	6600	Privacy Officer
308.	6807	Program Director-BioSecurity
309.	6808	Program Director-Nisonger Ctr
310.	6810	Program Director
311.	6811	Program Director-Veterans Aff
312.	6813	Prgm Dir-Senior Services
313.	6816	Prgm Dir-Work/Life
67.	6820	Program Manager
314.	6848	Prog Dir-Hos Commun & Marketin
315.	6855	Prgm Dir-Strategic Planning
68.	6857	Prgm Mgr-Genetic Screening
69.	6877	Psychiatrist
70.	6907	Perfusionist
71.	6908	Perfusionist-Senior
72.	6910	Radiation Physicist
73.	7215	Research Scientist
74.	7238	Research Specialist
75.	7240	Research Specialist 2-Voc Ed
76.	7241	Research Specialist 1-Nrri
77.	7242	Research Specialist -Nrri
78.	7243	Research Specialist 3-Nrri
79.	7305	Safety Engineer
80.	7400	Sr Graphics Resource Spclst
81.	7406	Sr Executive Communication Spl
82.	7407	Sr Biomedical Informatics Cnst
83.	7471	Senior Associate Registrar
84.	7493	Senior Consulting Rsrch Statn
85.	7498	Senior Dentist-Health Services
86.	7505	Senior Tech Licensing Officer
87.	7514	Senior Managed Care Contract S
88.	7516	Senior Pharmacist Health Svcs
89.	7526	Senior Research Assoc-Engineer
90.	7527	Senior Researcher

91.	7529	Senior Research Associate-Nrri
92.	7532	Senior Research Specialist
93.	7533	Senior Research Scientist
94.	7534	Senior Research Spclst-Voc Ed
95.	7539	SR Telecommunications Spclst
-----		
96.	7543	SR Supercomputer Resource Spec
97.	7556	SR Systms Dev/Eng-Sap
98.	7569	Senior Systems Consultant
99.	7580	Sr Sponsored Program Officer
100.	7592	Senior Systems Analyst
-----		
101.	7707	Speechwriter
102.	7713	Sponsored Program Officer 2
103.	7714	Sponsored Program Officer 3
104.	8161	Supercptr Graphic Res Spec 1
105.	8178	Supervisor-Perfusion Services
-----		
106.	8236	Systems Manager - Sap
107.	8322	Technical Dir-Rad Therapy
108.	8323	Technical Director-Radiology
109.	8324	Technical Dir-Utility Mgt
110.	8333	Technology Licensing Officer
-----		
111.	8480	Units Manager
112.	8505	University Engineer
113.	8507	University Architect
114.	8509	University Landscape Architect
115.	8510	University Registrar
-----		
116.	8653	Veterinarian
117.		

Unclassified SAP positions and Tenure-track faculty holding administrative positions above the level of chair used to construct upper level administrative employment, before applying a salary cutoff.

	JobCd	JobCdDesc
+-----+		
1.	218	Admin Dir-Comp Cancer Center
2.	223	Admini Dir-Univ Hospitals
8.	243	Admin-Financial Services
9.	246	Admin-Marketing/Planning Servi
10.	247	Admin-Nursing Svcs
-----		
11.	259	Administrator
12.	260	Administrator-Medical Center
13.	621	Assistant Controller
14.	630	Assistant Dean
15.	632	Assistant Dean & Admin Dir
-----		
16.	676	Assistant Dir-Ag Tech Institut
17.	690	Assistant Director-Athletics
18.	699	Asst Dir-Business Services
19.	704	Asst Dir-Comm On Instut Coop
20.	729	Asst Dir-Facility Planning
-----		
21.	739	Assistant Dir-Hlth Svcs Facil
22.	760	Assistant Director-Lers
23.	761	Assistant Dir-Internal Audit
24.	766	Assistant Director-Libraries
25.	785	Assistant Director-OLN
-----		



26.	794	Assistant Director-Pharmacy
27.	800	Asst Dir-Regional Campus
28.	824	Asst Dir-Telecommunications
29.	827	Asst Dir-University Budgets
30.	829	Asst Dir-Student Health Svcs
-----		
31.	833	Asst Dir-Office of Research
32.	847	Asst Dir-Vet Teaching Hospital
33.	891	Assistant General Counsel
34.	947	Assistant Vice Provost
35.	1180	Assistant To Vice President
-----		
36.	1195	Assistant University Treasurer
37.	1199	Assistant Vice President
38.	1201	Asst Vice Pres-Agriculture Adm
39.	1202	Asst Vice Pres/Assoc Gen Cnsl
40.	1203	Asst Vp-Business And Admin
-----		
41.	1204	Asst Vp-Business Management
42.	1208	Asst Vp for Govt Relations
43.	1209	Asst Vp-Health Services
44.	1214	Asst Vice President-OAA
45.	1215	Asst Vp-Human Resource Svcs
-----		
46.	1217	Asst Vp-Physical Facilities
47.	1218	Asst Vp-Student Life
48.	1220	Asst Vp-University Architect
49.	1230	Assistant Vice Provost
50.	1231	Associate Administrator
-----		
51.	1240	Associate Controller
52.	1601	Associate Dir-Credentialing
53.	2100	Associate Director
54.	2203	Assoc Dir-Ambulatory Services
55.	2204	Associate Director-Imaging Svc
-----		
56.	2210	Associate Dean
57.	2216	Asc Dean For Rsch And Grad Ed
58.	2220	Associate Director-Admissions
59.	2223	Assoc Dir-Engr Exp Station
60.	2227	Assoc Dir-Credit Programs
-----		
61.	2228	Associate Director-Athletics
62.	2231	Assoc Dir-Esl Program
63.	2232	Associate Director-Cancer Ctr
64.	2234	Assoc Dir-Business Computing
65.	2235	Associate Director-Benefits
-----		
66.	2236	Associate Director-Publicatns
67.	2242	Assoc Dir-Cnslg&Consult Svcs
68.	2243	Assoc Dir 2-Enrollment Svcs
69.	2244	Assoc Dir-Ambulatory Support
70.	2245	Asc Dir-Consult Svcs & Emp Rel
-----		
71.	2247	Assoc Dir-Clinical Resources
72.	2249	Assoc Dir-Laboratory Svcs
73.	2250	Associate Director-Law Library
74.	2253	Asc Dir Instructional Res-Enc
75.	2257	Assoc Director-Financial Aid
-----		
76.	2263	Associate Director-MUCIA
77.	2265	Assoc Dir-Hosp Nutrition Svcs
78.	2266	Associate Director-Nrri
79.	2268	Assoc Dir Nuclear Reactor
80.	2270	Assoc Dir-Recreational Sports

81.	2272	Associate Director-Ohio Unions
82.	2274	Associate Director-OARDC
83.	2275	Assoc Dir-Res Dining&House Ed
84.	2276	Assoc Dir-Res&Dining,Food Svc
85.	2277	Assoc Dir-Res & Dining Halls
86.	2278	Associate Director-Pharmacy
87.	2280	Assoc Dir Regional Campus
88.	2282	Acad-Reprographics & Print Svcs
89.	2284	Assoc Dir Outreach-Eisenhower
90.	2289	Associate Dir-Planned Giving
91.	2297	Assoc Dir-Univ Lab Animal Res
92.	2298	Asc Dir-Trans & Parking Svcs
93.	2299	Assoc Dir-Medical Education
94.	2300	Asc Ex Dir-Wex Pub Relations
95.	2303	Assoc Dir-WOSU Public Media
96.	2304	Assoc Dir-Young Scholars Pgm
97.	2309	Associate Executive Director
98.	2312	Associate General Counsel
99.	2314	Assoc Gen Counsel - Health Sci
100.	2316	Associate Hospital Controller
101.	2319	Associate Legal Counsel
102.	2326	Assoc Dir Sponsored Programs
103.	2331	Assoc Director-Internal Audit
104.	2341	Associate Director-Med Ctr
105.	2365	Associate Provost
106.	2371	Assoc Sec - Board of Trustees
107.	2375	Assoc To The Dean
108.	2376	Associate To Dean/Director
109.	2380	Associate To The Senior Provos
110.	2388	Assoc To Vp-Health Services
111.	2391	Associate Vice Pres/Assoc Dean
112.	2395	Associate University Treasurer
113.	2397	Associate Vice President
114.	2398	Assoc Vp Health Sciences Rsch
115.	2399	Assoc Vice Pres-Health Svcs
116.	2400	Asc Vp Health Svcs & Acad Af
117.	2403	Assoc Vp Physical Facilities
118.	2404	Asoc Administrator-Medical Ctr
119.	2405	Assoc Vp Student Life
120.	2416	Asst Administrator-Medical Ctr
121.	2417	Assoc VP & Deputy Gen Counsel
122.	2925	Chief Accountant
123.	2926	Chief Administrative Officer
124.	2936	Chief Information Officer
125.	2939	Chief Medical Officer
126.	2947	Chief of Staff
127.	2948	Chief Org Effect and HR Off
128.	3540	Controller
129.	3628	Coord-Univ Hlth Svc Comp Oper
130.	3750	Dean
131.	3874	Deputy General Counsel
132.	3884	Design Director
133.	3891	Dir-Admitting&Patient Fin Svc
134.	3895	Director-Budget

135.	3905	Director-Academic Studies
136.	3907	Director-Athletic Training
137.	3912	Dir-Adv Comp Ctr/Art & Design
138.	3913	Director-Benefits
139.	3915	Director-Ag Tech Inst
140.	3917	Dir-Admissions Regional Campus
141.	3918	Dir-Ambulatory Operations
142.	3922	Dir-Ambulatory Pharm Ed & Svc
143.	3924	Dir-Annual Giving Programs
144.	3925	Director-Ambulatory Nursing
145.	3928	Dir-Area Health Education Ctr
146.	3929	Director-Athletics
147.	3933	Dir-CST and Employee Relations
148.	3934	D-College Admin And Budget
149.	3936	Dir-Cancer Program Human Res
150.	3941	Director-Building Services
151.	3942	D-Ctr Slavic & E Europe Study
152.	3944	Dir-Hale Black Cultural Center
153.	3947	Dir-Chemical Instrument Center
154.	3952	Dir-Cancer Rsch Inst&Hosp Com
155.	3960	Director-Clinical Programs
156.	3961	Dir-Clear/Sea Grant&Stone Lab
157.	3963	Director-Clinical Engineering
158.	3965	Director-Couns & Consult Svcs
159.	3966	Director-Continuing Education
160.	3970	Director-Development Rsch Svc
161.	3973	Dir-Cognitive Science Pgm
162.	3974	Director-Educational Resources
163.	3981	Dir-Clinical Instruction&Rsch
164.	3984	Director-Employment Services
165.	3985	Director-Dentistry Admin
166.	3986	Director Guest Services
167.	3991	Director, Federal Relations
168.	3992	Dir-Eis Nat'L Clearinghouse
169.	3995	Dir-Labor Relations
170.	3996	Director-Dev Communications
171.	3997	Director-Facilities Services
172.	3999	Dir-Development Resource Mgt
173.	4000	Dir-Central OH Econ Educ Pgm
174.	4002	Director-Faculty Club
175.	4003	Director-Farm Operations
176.	4004	Director Of Donor Relations
177.	4010	Director-Food Industries Ctr
178.	4011	Director-Football Operations
179.	4012	Director-Community Development
180.	4013	Dr-Consumer/Corp Hlth Ed&Well
181.	4015	Director-Flight Education
182.	4016	Dir-Geriatrics & Gerontology
183.	4017	Director-Facility Planning
184.	4018	Director-A4
185.	4023	Dir-Health Sciences Library
186.	4024	Director-A5
187.	4025	Director-Health Services
188.	4026	Dir-Health Services Pharmacy

189.	4028	Director-Head Start Tasc
190.	4029	Director-Human Resources
-----		
191.	4030	Dir-Health Services Fac Plng
192.	4031	Dir-Hosp Class & Compensation
193.	4034	Director-00
194.	4037	Dir-Grad,Intl&Prof Admissions
195.	4041	Dir-Interprof Commission OH
-----		
196.	4049	Director-Hospital Dietetics
197.	4050	Dir-Med Ctr Educ & Training
198.	4053	Director-Medical Ctr Security
199.	4057	D-International Pgs,Col Of Bus
200.	4060	Dir-Inpatient Rehab Pgm&Svcs
-----		
201.	4061	Director-Internal Auditing
202.	4063	Dir-Intl Pgm In Ag/Asc Dean
203.	4067	Director-Law Placement
204.	4069	Dir-Laboratory Animal Resource
205.	4070	Director-Maintenance
-----		
206.	4071	Director-Libraries
207.	4079	Dir-Mgt Development Programs
208.	4082	Director-Medical Center Safety
209.	4084	Director-Medical Cai Center
210.	4085	Director-Med Cntr Customer Svc
-----		
211.	4088	Dir-Marketing Commun&Univ Pub
212.	4089	Director-Medical Records
213.	4092	Director-Mershon Center
214.	4095	Dir-Natl Regulatory Rsch Inst
215.	4099	Director-Nisonger Center
-----		
216.	4101	Director Of Mammography Svcs
217.	4102	D-Multicultural Career/Ac Pgm
218.	4103	D-Marketing and Communication
219.	4104	Director-Neurobiotechnology
220.	4105	Dir-Outpatient Rehab Pgm&Svcs
-----		
221.	4108	Director-Multicultural Center
222.	4112	Dir-Admin-Cri& Asc Hosp Admin
223.	4115	Dir-Office For Disability Svcs
224.	4116	Director Of Admin-Wexner Ctr
225.	4118	Dir-Nursing Staff Dev CHRI
-----		
226.	4119	Director-Ohio Union & Stud Act
227.	4121	Director-Ohio Bio Survey
228.	4122	Dir-Org & HR Development
229.	4126	Director-OSU Airport
230.	4127	Director-Ohio Supercomp Center
-----		
231.	4130	Director-Patient Access Svcs
232.	4132	Director-Pastoral Care
233.	4136	Director-Oncology Nursing
234.	4141	Director-Perioperative Svcs
235.	4142	Dir-Patient,Physician&Payor Re
-----		
236.	4146	Director Of Nursing
237.	4147	Dir-Physical Fac Resource Mgmt
238.	4151	Director-Physician Relations
239.	4152	Director-Polar Studies
240.	4158	Dir-WOSU Public Media
-----		
241.	4170	Dir-Quality Resource Mgt
242.	4173	Dir-Reprographics & Print Svcs

243.	4175	Director-Campus Recreation
244.	4176	Director-Rsch Risks Protection
245.	4178	Director-Science/Education Pjt
-----		
246.	4179	Director-Risk Management
247.	4181	Dir-Sponsored Pgm Ref Svcs
248.	4182	Director-Roads And Grounds
249.	4183	Dir-Sponsored Pgms Accounting
250.	4184	Dir-Sponsored Pgms Purchasing
-----		
251.	4187	Director-Respiratory Therapy
252.	4196	Director-Security Services
253.	4200	Director-Sports Medicine
254.	4203	Director-STEM Initiatives
255.	4206	Director, State Relations
-----		
256.	4215	Director-Student Life Projects
257.	4217	Dir-Trademark & Licensing Svcs
258.	4219	Dir-Training & Career Dev
259.	4221	Director-Technology Licensing
260.	4222	Director-Telephone Services
-----		
261.	4223	Dir-Transportation Rsch Ctr
262.	4225	Director-Trusts And Estates
263.	4226	Director-Undergrad Programs
264.	4228	Dir-Univ Neighborhood Relation
265.	4235	Director-Utilities
-----		
266.	4236	Director-Transplant Services
267.	4238	Dir-Traffic,Parking,&Transport
268.	4239	Director-Veteran Affairs
269.	4241	Director-Vet Technology Servic
270.	4243	D-Wex Ctr Marketing & Commun
-----		
271.	4244	Dir-University Relations
272.	4249	Director-Presidents Club
273.	4250	Director-Young Scholars Pgm
274.	4251	Directr-Information Technology
275.	4414	Executive Assistant
-----		
276.	4415	Executive Assistant to Provost
277.	4420	Exec Ast To Vp-Student Life
278.	4440	Executive Dean-Arts and Sci
279.	4454	Executive Director-Acuho-I
280.	4458	Executive Director-Coetv
-----		
281.	4460	Ex Dir-Cncl Of OH Clgs Of Phrm
282.	4463	Ex Dir-Ctr For Spcl Needs Pop
283.	4464	Executive Director-MUCIA
284.	4468	Exec Director-Executive Educ
285.	4471	Executive Director-Rrcna
-----		
286.	4473	Exec Director-Research Fndtn
287.	4474	Exec Dir-University Comm
288.	4476	Executive Director
289.	4481	Exec Dir-Wx Ctr For Vis Arts
290.	4485	Executive Director-Ohio Train
-----		
291.	4486	Exec Dir-Fisher College of Bus
292.	4489	Executive Director-I U C
293.	4492	Exec Vice President & Provost
294.	4610	Faculty Coordinator-Nisonger
295.	4645	Finance Director
-----		
296.	4799	General Mgr-The Blackwell

297.	4800	General Mgr-WOSU Public Media
298.	4815	General Mgr - CEED, ATI
299.	5020	Hospital Controller
300.	5056	Human Resources Director
-----		
301.	5246	Interim Dean
302.	5863	Med Dir-Employee Health Svcs
303.	5864	Medical Director-MedOhio
304.	5867	Med Dir-Asc Dean For Clin Afrs
305.	5868	Medical Director
-----		
306.	6385	Physician-in-Chief
307.	6540	President
-----		
316.	7392	Secretary-Board Of Trustees
317.	7402	Sr Asc Dean & Dir Acad Affairs
318.	7409	Senior Asst General Counsel
319.	7454	Senior Associate Dean
320.	7457	Senior Executive Director
-----		
321.	7458	Sr Comm & Mrktg Manager
322.	7464	SR Dir-Bus & Admin Coll Of Med
323.	7467	Senior Assoc Dir-Athletics
324.	7468	Senior Associate Director
325.	7474	Senior Campus Planner
-----		
326.	7475	Senior Facility Planner
327.	7494	Sr Dir-Pharmaceutical Svcs
328.	7553	Senior Vice Provost
329.	7559	Senior Management Engineer
330.	7560	Sr Vice President for Research
-----		
331.	7564	Senior Systems Manager-Sap
332.	7568	Senior Vice President
333.	7661	Senior Director of Development
334.	7664	Special Asst To The President
335.	7667	Special Asst To Asst Vice Pres
-----		
336.	7669	Spec Asst to the Sr Vice Pres
337.	7671	Special Asst To Exec Dir-Hosp
338.	7676	Special Asst To Vice-President
339.	7678	Spec Asst to Vice Provost-OMA
340.	7686	Special Assistant to Dean
-----		
341.	7728	Sr Administrator-Medical Ctr
342.	8097	Superintendent-Fac Mtn & Secry
343.	8512	University Treasurer
344.	8525	Vice Dean
345.	8530	Vp Ag Adm&Univ Outr&Exec Dean
-----		
346.	8533	VP Unit Fiscal/Personnel Offcr
347.	8538	Vice Pres Ag Admin and Dean
348.	8542	Vice President-Health Services
349.	8546	Vice President For Research
350.	8565	Vice Provost
-----		
351.	8705	Sr Associate General Counsel
352.	8706	Managing Attorney
353.	8711	Associate Vice Provost
354.	8712	Assoc Director, Rehab Services

## Appendix C: Delta Cost Project Data

We use data from the Delta Cost project to estimate growth in upper-level administrative employment and faculty employment at OSU and a set of peer institutions. The Delta Cost Project IPEDS Database is a longitudinal database that includes institutional data on postsecondary finance, enrollment, staffing, completions and student aid for academic years 1986-87 through 2011-12. The project relies entirely on data already in the public domain, which are subsequently translated into analytical formats to make them conducive to longitudinal analyses. The Delta Project database is comprised primarily of publicly available data reported to the federal government through its series of annual IPEDS (Integrated Postsecondary Education Data System) surveys. The data are available for download at [www.deltacostproject.org/data/download](http://www.deltacostproject.org/data/download) free of charge.

The data used here are for even-numbered academic years from 1988 to 2012 (1987-88 to 2011-12) because there is only a small amount of information for odd-numbers years. The data are for “Ohio State University – Main Campus” and 20 other peer public universities for which consistent data were available for the whole period. See the note to Figure 2 in the report for the list of the peer universities.

The key variables of interest are the number of full-time employees by occupation: faculty, and executive/administrator and manager. To account for differential growth in enrollment across institutions, we scale these variables by the number of full-time-equivalent students.

The results should be interpreted cautiously. The raw data for OSU, shown below, has a considerable amount of fluctuation that is unlikely to be real. For example, the number of administrators was in the 800-875 range from 1988 to 2000, jumped to 1,000 and 1,100 in 2002 and 2004, fell back to the 900-980 range in 2006 and 2008, and then jumped to 1,600 in 2010 and 1,750 in 2012. One possible explanation is that OSU hospital and other medical administrators were included in some years and not in others.

### Data for OSU from Delta Cost Project

Academic year	FTE Fac	FTE Admin
1988	3867	872
1990	3917	847
1992	3652	875
1994	3271	790
1996	3196	811
1998	3417	811
2000	3566	878
2002	3635	1014
2004	3014	1111
2006	3087	891
2008	3323	987
2010	3509	1582
2012	3573	1756

## Appendix D: Comparison of Upper Level Administrative Employment Growth for Alternative Salary Cutoffs

The graph shows the 15 year percentage logarithmic growth rate of administrators as a function of alternative salary cutoffs. Zero indicates no cutoff, 100 indicates that cases with salary < 100,000 were dropped, etc. The growth rate is roughly independent of the salary cutoff through 150,000, then declines monotonically, indicating that growth of the most highly-paid administrators has been slower than overall growth of upper level administrators.

