

ORS 350.360: RELATING TO
HIGHER EDUCATION EMPLOYEES
A report to the Oregon Legislature
November 2023



Photo: Department of State Lands

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OVERVIEW

ORS 350.360 directs the Higher Education Coordinating Commission (HECC) to conduct an annual review of employment at each public university and community college in Oregon and to report the results of that review to the Legislative Assembly and the Governor. Following the requirements of this statute and the workgroups that preceded it, this report presents information about institutional staff in three groups: administrators/managers, classified/professional non-teaching staff, and faculty. Each group is further divided into full-time and part-time employees to display the following information for the Fall term of the 2021-22 academic year:

- (a) The total number of employees in the employee group;
- (b) The total number of full-time equivalent positions (FTE) in the employee group;
- (c) The average number of employees supervised by a member of the employee group;

This current (2018) language references the collection of the number of staff who are supervised, rather than the number of staff who supervise. This is a technical error that was intended to be rectified in the 2019 legislative session but which the session was not able to address. As a result, this report will adhere to the spirit of this metric and report the number of employees who do the supervising rather than the employees who are supervised.

- (d) The average salary of a member of the employee group;
- (e) The ratio of students to employees in the employee group;
- (f) The ratio of instruction among faculty groups;
- (g) The number of employees in the employee group eligible for health care and other benefits.

As provided in ORS 350.360, as amended, each public institution of higher education provided the data required for the purposes of this report.

Table 1: University Employment Data

		EOU	OIT	OSU	PSU	SOU	UO	WOU
Total student headcount		2,825	4,910	34,108	23,177			4,029
Total student FTE		2,049.7	2,989.8	27,574.5	16,522			3,370.7
Administrative/ Management	Full-time	Number	29	40	209	89		34
		FTE	29.0	40	208.7	88.9		34.0
		Number that supervise	25	34	209	89		29
		Number that supervise only grad assts./ research students	0	0	0	0		0
		Employee to student ratio	0.01416	0.01338	0.00757	0.00538		0.01009
		Average salary	\$107,321	\$120,123	\$173,339	146,852		\$117,242
		Number eligible for benefits	29	40	209	89		33
	Part-Time	Number	1	0	20	3		4
		FTE	0.8	0	12.1	2.05		2.1
		Number that supervise	1	0	20	2		3
		Number that supervise only grad assts./ research students	0	0	0	0		0
		Employee to student ratio	0.00041	0.00000	0.00044	0.00012		0.00062
		Average salary	\$75,896	\$0	\$117,381	138,284		\$116,905
		Number eligible for benefits	1	0	20	3		4
	Total employees	Number	30	40	229	92		
FTE		29.9	40.0	220.8	91.0			36.1
Total Supervisors	Number	26	34	229	91			32

Table 1: University Employment Data, cont.

		EOU	OIT	OSU	PSU	SOU	UO	WOU
Classified/ Professional Non-teaching staff	Full-time	Number	181	214	3,374	1,201		340
		FTE	182.169	214	3,370.8	1200.3		340.9
		Number that supervise	51	22	606	224		58
		Number that supervise only grad assts./research students	1	0	12	1		1
		Employee to student ratio	0.08887	0.07158	0.12224	0.07265		0.10114
		Average salary	\$51,874	\$54,542	\$65,719	\$63,042		\$54,867
		Number eligible for benefits	181	214	3374	1,201		314
	Part-Time	Number	25	36	884	105		65
		FTE	11.07	10.04	385.7	68.72		25.0
		Number that supervise	0	0	69	5		2
		Number that supervise only grad assts./research students	0	0	4	0		0
		Employee to student ratio	0.00540	0.00336	0.01399	0.00416		0.00742
		Average salary	\$25,417	\$21,140	\$57,081	\$42,453		\$45,633
		Number eligible for benefits	18	8	618	98		23
	Total employees	Number	206	250	4,258	1,306		405
		FTE	193.2	224.0	3,756.5	1,269.0		365.9
	Total Supervisors	Number	52	22	691	230		61

Table 1: University Employment Data, cont.

		EOU	OIT	OSU	PSU	SOU	UO	WOU
Faculty	Full-time	Number	106	165	1,226	778		181
		FTE	106.4	165.0	1,223.7	777.4		180.8
		Percent of instruction	84%	68%	75%	55%		66%
		Number that supervise	13	23	268	62		14
		Number that supervise only grad assts./research students	0	3	173	1		0
		Employee to student ratio	0.05192	0.05519	0.04438	0.04705		0.05364
		Average salary	\$72,521	\$76,470	\$102,112	\$94,051		\$67,169
		Number eligible for benefits	106	165	1,226	778		179
	Part-Time => .5	Number	4	18	269	110		16
		FTE	2.937	11.7	174.8	74.15		11.1
		Percent of instruction	3%	5%	12%	15%		3%
		Number that supervise	0	2	65	1		1
		Number that supervise only grad assts./research students	0	0	17	0		0
		Employee to student ratio	0.00143	0.00	0.01	0.00449		0.00329
		Average salary	\$37,586	\$21,309	\$83,240	\$64,433		\$62,057
		Number eligible for benefits	4	18	269	110		16
	Part-Time <= .5	Number	96	116	278	778		120
		FTE	8.785	29.9	74.5	229.2		20.2
		Percent of instruction	28%	12%	9%	30%		27%
		Number that supervise	0	2	4	0		0
		Number that supervise only grad assts./research students	0	0	2	0		0
		Employee to student ratio	0.00429	0.01000	0.00270	0.01387		0.00599
		Average salary	\$4,221	\$5,523	\$52,240	\$10,945		\$47,581
		Number eligible for benefits	52	0	230	778		55

Table 1: University Employment Data, cont.

		EOU	OIT	OSU	PSU	SOU	UO	WOU
Faculty	Graduate Assts.	Number	6	10	1,770	541		25
		FTE	2.2	3.3	791.5	202.9		4.1
		Percent of instruction	0%	0%	0%	3%		0%
		Number that supervise	0	0	0	0		0
		Employee to student ratio	0.00105	0.00110	0.02870	0.01228		0.00122
		Average salary	\$9,830	\$2,158	\$56,037	\$11,367		\$21,468
		Number eligible for benefits	0	0	1,770	0		0
	Total employees	Number	212	309	3,543	2,207		342
		FTE	120.3	209.9	2,264.5	1,283.7		216.2
	Total Supervisors		13	30	529	64		15
TOTALS	Total Number of Employees	448	599	8,030	3,605			785
	Total FTE of Employees	343.4	473.9	6,241.8	2,643.6			618.2
	Total Number of Supervisors	91	86	1,449	385			108

Table 2: Community College Employment Data

		BMCC	COCC	Chemeketa	Clackamas	Clatsop	CGCC	KCC	
Total student headcount		1,593	4,112	10,126	11,708	1,273	1,272	1,733	
Total student FTE		346.3	1,132.4	2,405.4	1,481.7	271.7	210.9	338.3	
Administrative/ Management	Full-time	Number	28	103	102	43	35	22	22
		FTE	28.0	103.0	102	43.0	33.9	22.0	22.0
		Number that supervise	28	64	82	42	25	22	22
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.08085	0.09096	0.04241	0.02902	0.12462	0.10431	0.06503
		Average salary	\$73,553	\$76,902	\$107,691	\$123,399	\$77,789	\$71,513	\$91,967
		Number eligible for benefits	28	103	102	43	35	22	22
	Part-Time	Number	0	10	1	1	7	0	0
		FTE	0	7.0	0.8	0.5	4.8	0.0	0.0
		Number that supervise	0	0	1	1	3	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.00000	0.00620	0.00033	0.00034	0.01752	0.00000	0.00000
		Average salary	\$0	\$36,746	\$119,482	\$55,176	\$39,299	\$0	\$0
		Number eligible for benefits	0	10	1	11,708	4	0	1,733
	Total employees	Number	28	113	103	44	0	22	22
		FTE	28.0	110.0	102.8	43.5	38.6	22.0	22.0
	Total Supervisors	Number	28	64	83	43	28	22	22

Table 2: Community College Employment Data, cont.

		BMCC	COCC	Chemeketa	Clackamas	Clatsop	CGCC	KCC	
Classified/ Professional Non-teaching staff	Full-time	Number	67	82	331	179	36	33	86
		FTE	67.0	82.0	331	179.0	35.94	33.0	86.0
		Number that supervise	0	0	27	0	0.0	0	13
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.19345	0.07241	0.13761	0.12080	0.13228	0.15647	0.25421
		Average salary	\$48,274	\$43,467	\$57,950	\$62,674	\$43,801	\$41,867	\$45,702
		Number eligible for benefits	67	82	331	179	36	33	86
	Part-Time	Number	44	17	9	86	39	13	39
		FTE	20.0	11.4	5	43.0	10.5	6.5	13.3
		Number that supervise	0	0	0	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.05775	0.01005	0.00208	0.02902	0.03876	0.03082	0.03931
		Average salary	\$42,350	\$25,214	\$25,450	\$27,251	\$40,919.6	\$14,977	\$31,813
		Number eligible for benefits	0	17	9	0	7	0	0
	Total employees	Number	111	99	340	265	75	46	125
		FTE	87.0	93.4	336.0	222.0	46.5	39.5	99.3
	Total Supervisors	Number	0	0	27	0	0	0	13

Table 2: Community College Employment Data, cont.

		BMCC	COCC	Chemeketa	Clackamas	Clatsop	CGCC	KCC	
Faculty	Full-time	Number	46	131	189	117	29	28	32
		FTE	46.0	131.0	189	117.0	29.0	28.0	32.0
		Percent of instruction	48%	69%	66%	39%	47%	41%	42%
		Number that supervise	0	32	4	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.13282	0.11568	0.07857	0.07896	0.10674	0.13276	0.09459
		Average salary	\$86,701	\$71,718	\$76,165	\$88,313	\$79,284	\$65,594	\$66,088
		Number eligible for benefits	46	131	189	124	29	28	32
	Part-Time => .5	Number	19	37	1	70	1	12	22
		FTE	0.7	22.2	0.5	51.7	0.6	6.0	19.2
		Percent of instruction	16%	13%	0%	22%	1%	19%	21%
		Number that supervise	0	0	0	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.00199	0.01960	0.00	0.03	0.00202	0.02845	0.06
		Average salary	\$7,794	\$28,357	\$46,845	\$16,291	\$57,628	\$32,360	\$47,990
		Number eligible for benefits	0	37	1	64	1	12	0
	Part-Time <= .5	Number	42	86	251	262	58	24	63
		FTE	0.3	30.1	56.8	116.3	17.1	8.0	14.5
		Percent of instruction	12%	17%	32%	35%	34%	15%	19%
		Number that supervise	0	0	0	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.00078	0.02658	0.02362	0.07851	0.06294	0.03793	0.04286
		Average salary	\$3,032	\$10,448	\$28,876	N/A	N/A	\$8,324	\$47,990
		Number eligible for benefits	0	0	0	56	34%	24	0

Table 2: Community College Employment Data, cont.

		BMCC	COCC	Chemeketa	Clackamas	Clatsop	CGCC	KCC	
Faculty	Graduate Assts.	Number	0	0	0	0	0	0	
		FTE	0.0	0.0	0.0	0.0	0.0	0.0	
		Percent of instruction	0%	0%	0%	0%	0%	0%	
		Number that supervise	0	0	0	0	0	0	
		Employee to student ratio	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	
		Average salary	\$0	\$0	\$0	\$0	\$0	\$0	
		Number eligible for benefits	0	0	0	0	0	0	
	Total employees	Number	107	254	441	449	88	64	117
		FTE	47.0	183.3	246.3	285.0	46.7	42.0	65.7
	Total Supervisors		0	32	4	0	0	0	0
TOTALS	Total Number of Employees	246	466	884	758	163	132	264	
	Total FTE of Employees	162.0	386.7	685.1	550.5	131.7	103.5	187.0	
	Total Number of Supervisors	28	96	114	43	28	22	35	

Table 2: Community College Employment Data

		Lane	LBCC	MHCC	OCCC	PCC	RCC	SOCC	
Total student headcount		8,459	6,178	9,602	862	26,773	3,937	2,733	
Total student FTE		1,741.6	1,057.2	1,685.0	146.7	5,981.9	880.3	515.8	
Administrative/ Management	Full-time	Number	65	54	42	12	202	35	17
		FTE	65.0	53.7	42.0	12.0	202.0	1.0	17.0
		Number that supervise	61	54	41	8	168	35	17
		Number that supervise only grad assts./research students	0	0	0		0	0	0
		Employee to student ratio	0.03732	0.05080	0.02493	0.08180	0.03377	0.00114	0.03296
		Average salary	\$102,154	\$96,607	\$117,252	\$81,553	\$106,899	\$98,409	\$97,369
		Number eligible for benefits	65	54	42	12	203	35	17
	Part-Time	Number	0	0	0	1	1	1	0
		FTE	0.0	0.0	0.0	0.5	0.5	0.5	0.0
		Number that supervise	0	0	0	0	1	1	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.00000	0.00000	0.00000	0.00341	0.00008	0.00061	0.00000
		Average salary	\$0	\$0	\$0	\$31,169	\$46,488	\$40,941	\$0
		Number eligible for benefits	0	0	0	0	1	1	0
	Total employees	Number	65	54	42	13	203	36	17
		FTE	65.0	53.7	42.0	12.5	202.5	1.5	17.0
	Total Supervisors	Number	61	54	41	8	169	36	17

Table 2: Community College Employment Data, cont.

		Lane	LBCC	MHCC	OCCC	PCC	RCC	SOCC	
Classified/ Professional Non-teaching staff	Full-time	Number	273	178	177	22	912	152	60
		FTE	271.1	171.8	177.0	22.0	911.8	1.0	59.3
		Number that supervise	0	0	0	3	0	0	25
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.15565	0.16255	0.10504	0.14997	0.15242	0.00114	0.11490
		Average salary	\$55,223	\$49,262	\$64,177	\$46,541	\$64,173	\$51,146	\$52,116
		Number eligible for benefits	273	178	177	22	912	152	60
	Part-Time	Number	30	139	69	7	105	20	7
		FTE	23.3	6.7	16.0	2.8	65.6	0.5	3.6
		Number that supervise	0	0	0	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.01336	0.00637	0.00950	0.01909	0.01097	0.00057	0.00704
		Average salary	\$37,782	\$956	\$10,524	\$19,831	\$35,824	\$29,044	\$22,706
		Number eligible for benefits	30	0	0	0	105	4	5
	Total employees	Number	303	317	246	29	1,017	172	67
		FTE	294.4	178.6	193.0	24.8	977.4	1.5	62.9
	Total Supervisors	Number	0	0	0	3	0	0	25

Table 2: Community College Employment Data, cont.

		Lane	LBCC	MHCC	OCCC	PCC	RCC	SOCC	
Faculty	Full-time	Number	196	122	135	13	388	64	42
		FTE	193.3	122.0	135.0	13.0	384.0	1.0	42.0
		Percent of instruction	52%	72%	53%	16%	38%	N/A	51%
		Number that supervise	0	0	0	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.11097	0.11540	0.08012	0.08862	0.06419	0.00114	0.08143
		Average salary	\$83,570	\$83,687	\$92,655	\$58,304	\$74,770	\$72,993	\$63,908
		Number eligible for benefits	196	122	135	13	388	64	42
	Part-Time => .5	Number	116	14	36	0	468	84	5
		FTE	78.7	9.0	25.3	0.0	352.5	53.3	2.7
		Percent of instruction	0%	5%	7%	0%	46%	N/A	4%
		Number that supervise	0	0	0	0	0	0	0
		Number that supervise only grad assts./research students	0	0	0	0	0	0	0
		Employee to student ratio	0.04517	0.00853	0.01	0.00	0.05893	0.06055	0.00516
		Average salary	\$37,303	\$9,295	\$35,651	\$0	\$46,284	\$23,701	\$12,238
		Number eligible for benefits	UNK	0	9	0	368	42	0
	Part-Time <= .5	Number	146	112	160	52	400	209	68
		FTE	43.3	18.6	38.1	15.6	119.3	41.6	16.3
		Percent of instruction	0%	12%	18%	51%	16%	N/A	22%
		Number that supervise	0	0	0		0	0	0
		Number that supervise only grad assts./research students	0	0	0		0	0	0
		Employee to student ratio	0.02488	0.01763	0.02259	0.10634	0.01994	0.04724	0.03166
		Average salary	\$15,677	\$2,822	\$11,954	\$28,178	\$17,901	\$7,387	\$3,480
		Number eligible for benefits	UNK	1	0	0	91	18	0

Table 2: Community College Employment Data, cont.

		Lane	LBCC	MHCC	OCCC	PCC	RCC	SOCC	
Faculty	Graduate Assts.	Number	0	0	0	0	0	0	
		FTE	0.0	0.0	0.0	0.0	0.0	0.0	
		Percent of instruction	0%	0%	0%	0%	0%	0%	
		Number that supervise	0	0	0	0	0	0	
		Employee to student ratio	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	
		Average salary	\$0	\$0	\$0	\$0	\$0	\$0	
		Number eligible for benefits	0	0	0	0	0	0	
	Total employees	Number	458	248	331	65	1,256	357	115
		FTE	315.3	149.7	198.3	28.6	855.8	95.9	61.0
	Total Supervisors		0	0	0	0	0	0	0
TOTALS	Total Number of Employees	826	619	619	107	2,476	565	199	
	Total FTE of Employees	674.6	381.9	433.3	65.9	2,035.7	98.9	140.9	
	Total Number of Supervisors	61	54	41	11	169	36	42	

Table 2: Community College Employment Data

		TBCC	TVCC	UCC	
		Total student headcount	1,040	2,273	3,882
		Total student FTE	141.9	533.4	690.0
Administrative/ Management	Full-time	Number	13	7	35
		FTE	13.0	7.0	35.0
		Number that supervise	10	7	25
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.09161	0.01312	0.05072
		Average salary	\$64,833	\$112,261	\$80,650
		Number eligible for benefits	13	7	35
	Part-Time	Number	0	1	2
		FTE	0.0	0.5	1.0
		Number that supervise	0	0	0
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.00000	0.00092	0.00145
		Average salary	\$0	\$48,250	\$45,249
		Number eligible for benefits	0	0	0
	Total employees	Number	13	8	37
		FTE	13.0	7.5	36.0
	Total Supervisors	Number	10	7	25

Table 2: Community College Employment Data, cont.

		TBCC	TVCC	UCC	
Classified/ Professional Non-teaching staff	Full-time	Number	19	60	80
		FTE	19.0	60.0	80.0
		Number that supervise	0	34	0
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.13390	0.11248	0.11594
		Average salary	\$41,999	\$59,614	\$40,563
		Number eligible for benefits	19	60	80
	Part-Time	Number	6	121	43
		FTE	3.5	89.5	21.5
		Number that supervise	0	6	0
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.02467	0.16786	0.03116
		Average salary	\$16,320	\$11,000	\$29,035
		Number eligible for benefits	3	2	4
	Total employees	Number	25	181	123
		FTE	22.5	149.5	101.5
	Total Supervisors	Number	0	40	0

Table 2: Community College Employment Data, cont.

		TBCC	TVCC	UCC	
Faculty	Full-time	Number	8	39	65
		FTE	8.0	39.0	65.0
		Percent of instruction	28%	31%	56%
		Number that supervise	0	2	0
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.05638	0.07311	0.09420
		Average salary	\$71,664	\$63,485	\$65,602
		Number eligible for benefits	8	39	65
	Part-Time => .5	Number	0	14	128
		FTE	0.0	13.1	64.0
		Percent of instruction	0%	17%	23%
		Number that supervise	0	0	0
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.00	0.02456	0.09275
		Average salary	\$0	\$4,673	\$32,445
		Number eligible for benefits	0	1	0
	Part-Time <= .5	Number	34	60	0
		FTE	9.0	23.0	0.0
		Percent of instruction	29%	52%	0%
		Number that supervise	0	0	0
		Number that supervise only grad assts./research students	0	0	0
		Employee to student ratio	0.06328	0.04312	0.00000
		Average salary	\$13,788	\$2,017	\$0
		Number eligible for benefits	0	0	0

Table 2: Community College Employment Data, cont.

			TBCC	TVCC	UCC
Faculty	Graduate Assts.	Number	0	0	0
		FTE	0.0	0.0	0.0
		Percent of instruction	0%	0%	0%
		Number that supervise	0	0	0
		Employee to student ratio	0.00000	0.00000	0.00000
		Average salary	\$0	\$0	\$0
		Number eligible for benefits	0	0	0
	Total employees	Number	42	113	193
		FTE	17.0	75.1	129.0
	Total Supervisors		0	2	0
	TOTALS	Total Number of Employees		80	302
Total FTE of Employees		52.5	232.1	266.5	
Total Number of Supervisors		10	49	25	

Table Footnotes

1. Unless otherwise noted here, the employee salary data for each employee group is an annual figure based on averages across employees within each employee group using Fall term data only.
2. Rogue Community College, Treasure Valley Community College, did not report percentage of instruction data.
3. Percent of instruction totals may not sum to 100 due to the fact that some schools have instructors teach classes who are not assigned to the faculty category as well as the exclusion of student FTE who are accelerated learning/dual credit students.
4. Additional notes for Portland Community College:
 - Full-time faculty FTE is based solely off of the job FTE, which is *not* pure instructional FTE.
 - Full-time (FT) and part-time (PT) statuses are defined at PCC by contractual agreement and noted in employee classification. The PCC contractual definitions were used for these break downs.
 - A position was determined to be supervisory if another position reported to it within the PCC database; SOC code 11-000 was not used.
 - PCC did not refer to SOC codes except to include (or exclude) instructional.
 - PCC reports that part-time faculty average annual salary is based on Fall term contract hours paid at lecture rate.
 - FT Counselor and FT Librarians, although FT Faculty at PCC, are not primarily instruction (may or may not teach) and are therefore counted in the Staff group.
 - Total Salaries for Management/Staff are calculated as if FT.
 - Total Salaries for FT Faculty are calculated as if they are nine months (PCC FT Faculty are 10 month).
5. Additional notes for Umpqua Community College:
 - For Part-Time, Professional Non-Teaching staff, I indicated that 4 employees were eligible for benefits. These employees accrue vacation and extra sick leave but are not eligible for the full UCC benefits package.
 - For the FTE taught by full-time and part-time faculty, the sum of these two FTE values does not equal the total student FTE. There are two reasons for this. First, the total FTE at the top of the form includes dual credit student FTE but the instructions say to NOT include dual credit FTE. Second, some of our courses are instructed by employees in employee classes other than FT or PT faculty, so the FTE instructed by those employees does not appear on the template.
 - For employee FTE values, it is the policy of UCC's HR Office to assign 0.5 FTE for each part-time faculty position.

APPENDIX

Definitions

The employee groups and the data collected for each are based on the recommendations of the workgroups convened by HECC in response to Senate Bill 113 Section 1. Detailed discussion can be found in *Senate Bill 113 Final Report: Employment Data Collection and Reporting for Universities and Community Colleges in Oregon, December 2016*.

The HECC provided the following definitions and guidance to the reporting institutions. The HECC accepted local decisions as warranted recognizing that each institution is unique.

1. The dataset each institution submitted reflects the Fall term to coincide with the Integrated Postsecondary Education Data System (IPEDS) human resources reporting and allow for a snapshot in time. This avoided the institutions having to make complicated calculations to arrive at annual figures.
2. Total Employees is the total number of employees in each employee group. However, instructors who are not employed by the institution are excluded even if the student full-time equivalency (FTE) is appropriated to the institution.
3. The salary and FTE figures reported for each employee group are annual numbers as reported to IPEDS. However, the number of employees in each group does not represent the actual number employed during the fall term.
4. Student headcount and FTE include all students. However, the calculation for percent of instruction among faculty groups necessarily excludes high school students so the total percentage of instruction may not add to 100 since community college instructors do not actually instruct high school students taking courses at their high school.
5. Distribution of employees into the three categories is based on Standard Occupational Classification (SOC) codes promulgated by the Bureau of Labor Statistics. The SOC system is a federal statistical standard used by federal agencies to classify workers in occupational categories for the purpose of collecting, calculating, or disseminating data. Occupations in the SOC with similar job duties, and in some cases skills, education, and/or training are grouped together. Given that employees may cross categories throughout the year, it is recommended that institutions use the employee's "primary job" when placing employees in a category. The HECC provided examples as guidance, but the final distribution of employees into categories remained a local decision.
6. For the purposes of this report, the HECC defined a "supervisor" as a member of an employee group who has supervisory responsibility over another member of an employee group. In general, a "supervisor" is a person who makes hiring/firing/disciplinary decisions.
7. "Number that supervise" is the number of employees in each group that supervise other employees. Supervisors that oversee both employees and graduate students are put in the category of "number that supervise others" while the other category of supervisor is reserved for employees who only supervise graduate students.
8. The definition of FTE, whether referring to students or employees remained a local decision.
9. For the purpose of this report, full-time is defined as .9 FTE. Part-time is split between <.5 FTE and >=.5 FTE because some institutions provide benefits for part-time employees classified as at least .5 FTE. Colleges were instructed to use the hold harmless adjustment to normalize a ten vs. eleven week term across the institutions. Additionally, the determination of whether an employee is full-time or part-time is based solely on their work hours during Fall term.
10. Employee to Student ratio is Employee FTE divided by the Student FTE.
11. Percentage of instruction by faculty group is the proportion of the total instruction delivered by institutional employees among the faculty groups. The total of all groups should equal 100%, except when high school students are excluded from the calculation.
12. Average salary is the weighted average salary for each employee group normalized for an annual, full-time appointment.
13. The number of employees eligible for benefits is the number of employees in each group that are eligible for any/all benefits regardless of whether the benefits are offered directly through the institution or through an organization such as OEBC.

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