Response to Faculty Council Questions

Lise Youngblade, Provost and Executive Vice President

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This document responds to the three questions raised by Faculty Council. We have endeavored to answer the questions to the best of our ability while, at the same time, we acknowledge that there are some very real challenges with the data. Data were not available for all time periods requested. Each table shows the years for which data are available. In addition, it is important to note that the data elements themselves are challenging to compare. For example, definitions of positions changed over time. In addition, the data do not reflect "change" per se; they reflect snapshots at each point in time. Moreover, organizational transitions occurred over time periods, and what looks like significant growth in an area may have been due to re-organization rather than new hires, and vice versa. And, anecdotally, we know that sometimes title upgrades have been provided at times compensation changes were not possible. Further, data systems do not easily integrate, especially when going back in time. In summary, this report summarizes data in good faith, while acknowledging challenges with data that make definitive conclusions difficult.

Question 1

> *I'm very interested in knowing what was the percentage of tenure lines that we had in the past, meaning how many classes were being taught by tenure lines, and how many classes are being taught right now by non-tenure lines. So that would indicate if there has been an erosion or not of tenure ability.*

The data provided below speak to the teaching, mentoring/advising, and research roles of tenured/tenure-track faculty (TTF), each of which is critical to the success of the institution. Table 1 displays the total student credit hours taught by faculty appointment type; total SCH includes summer. TTF taught 5.7% less in FY26 compared to FY18.

Table 1. Student Credit Hour Taught by Faculty Appointment Type

Metric	FY18	FY26	Change
Taught by Tenured/Tenure-Track Faculty	278,740	265,575	**-13,165**
Taught by CCA faculty	345,707	427,362	**+81,655**
Total SCH Taught	762,843	860,382	**+97,539**
TTF share of total	36.5%	30.8%	**-5.7 ppts**
CCA share of total	45.3%	49.7%	**+4.4 ppts**

Source: IRPE Student Credit Hour Report available online.

Figure 1 displays trends for undergraduate course credits taught each academic year by faculty appointment type. From AY18 to AY26, the percentage of undergraduate courses taught by TTF decreased from 32% to 28%. The remaining 20% of course credits are taught by GTAs and Administrative Professional staff.

Figure 1. Undergraduate Course Credits Taught by Contract Type

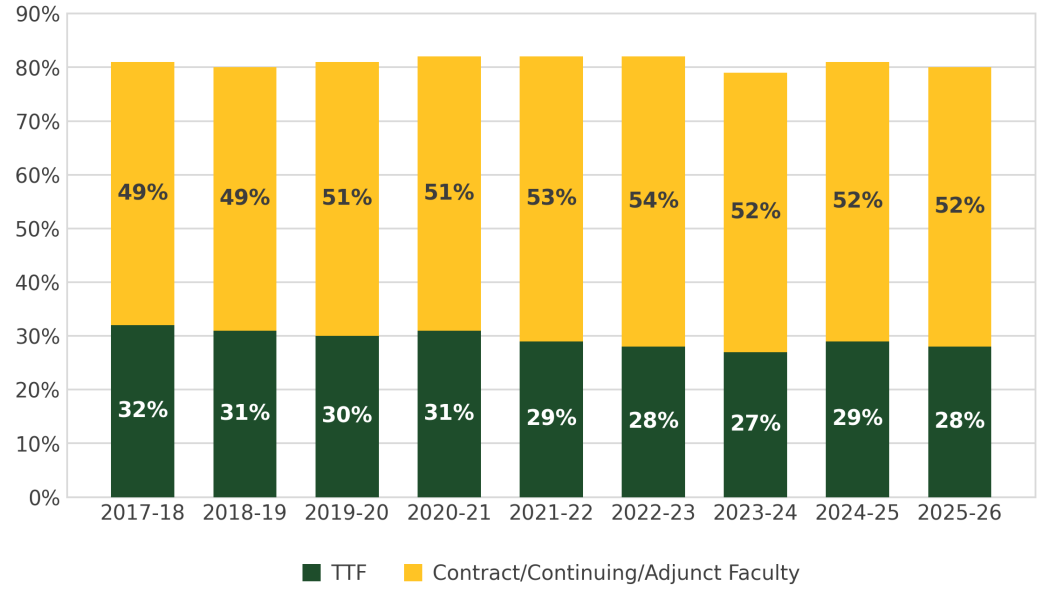


Table 2 shows faculty (by faculty contract type) and student FTE from FY18 through FY25 (the FY26 employee FTE were not finalized at the time of this report writing due to the Workday implementation). Tenured/tenure track faculty (TTF) FTE increased by 1.8% while student FTE increased by 3.0%. The student:TTF ratio (total fall enrollment/TTF headcount) remained relatively flat, increasing by less than 1 student per TTF.

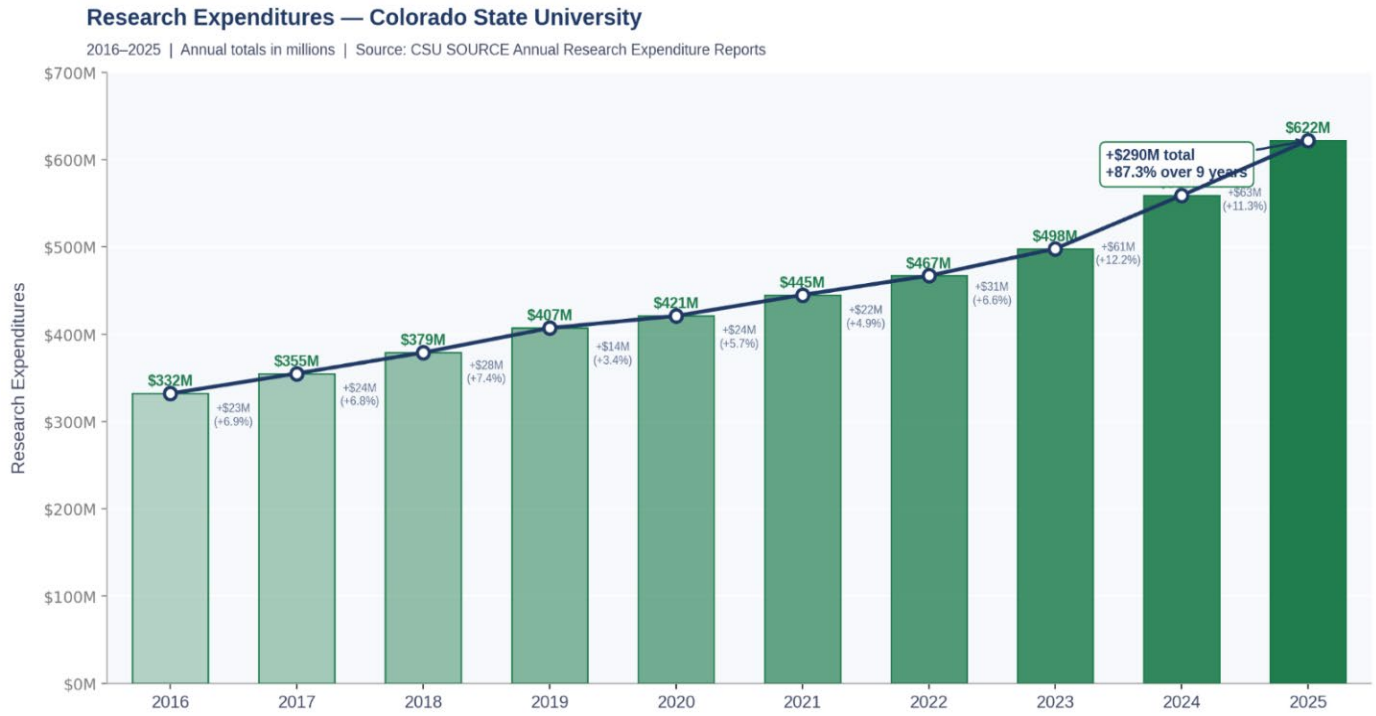
Table 2. Faculty and Student Annualized FTE

Faculty headcount	FY18	FY25	Change
Tenured/Tenure-Track Faculty FTE	1,105	1,125	**+1.8%**
CCA Faculty FTE	593	912	**+54%**
Student FTE	33,413	34,412	**+3.0%**
Student-to-TTF ratio	30.2:1	30.7:1*	**+0.5**

Source: IRPE online reports.

Finally, as shown in Figure 2, from FY18 to FY25 (most recent fiscal years available online), CSU's research expenditure grew 64% from $379M to $622M. Research growth is very often accompanied by FTE buy-out for TT faculty and requires increased dependency on CCA faculty to take on a higher percentage of the teaching load to allow TTF to increasingly focus on their research.

Figure 2. Research Expenditures



Source:VPR online reports.

Question 2

> *I would like to know 12 years ago, 15 years ago, how many vice presidents did we have? How many do we have now? Also, how many assistants and associate vice presidents?*

As of August 2026, CSU has 45 VP-class positions. Four of these are joint positions shared with the CSU System, and 1 position is shared with the Association for Undergraduate Education at Research Universities. Position counts by division over time are displayed in Table 3. Note that University Advancement staff are, effective July 1, 2026, no longer CSU employees. For each fiscal year, except for FY27, all data are from an end of September extract. FY27 data are from August 2026.

Table 3. Composition of VP-Class Positions

Division	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Engagement and Extension	2	3	3	2	3	2	2	4	3	2	2	3	2	2	3	5	2
Enrollment and Access	1	1	1	1	2	2	2	1	1	2	2	2	1	1	2	2	2
Faculty Affairs	1	1	1	1					1	1	1	1	1	1	1	1	1
Graduate School	2	2							1	1	1	1		1	1	1	1
Human Resources													1	1	1	1	1
Information Technology	1	1	1	1	1	1	1	1	1	1	1	2	3	4	4	5	3
International Programs	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2
President's Office									1	1	2	3	3	5	5	3	3
Provost + Executive Vice President	3	3	4	5	5	5	5	5	4	4	3	4	6	6	4	6	7
Research	2	2	3	2	3	3	3	3	3	2	2	3	4	3	3	4	5
SPUR																	2
Student Affairs	3	3	3	4	4	3	3	4	4	5	5	5	4	4	4	4	5
Undergraduate Affairs									1	1	1	1			1	3	2
University Advancement	2	2	3	2	2	1	1	4	4	6	5	5	4	4	7	6	
University Mar. Comm.	2	2	2	2	3	1	1	2	3	1	2	2	5	6	5	5	5
University Operations	2	2	2	2	3	2	3	3	3	3	2	3	3	3	2	4	4
Walter Scott Jr College of Engr	1	1	1	1													
Inclusive Excellence	1	1	1	2	1	1	1	2	2	1	1	1	2	2	2	1	
Grand Total	**24**	**25**	**26**	**26**	**28**	**22**	**23**	**30**	**33**	**32**	**31**	**38**	**41**	**45**	**47**	**53**	**45**

Position counts by title category over time are displayed in Table 4.

Table 4. Position Counts by Title Category

Division	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Assistant Vice President	2	3	5	6	6	3	3	6	7	10	9	11	12	16	16	17	11
Assistant Vice Provost													1			1	2
Associate Provost	1	1	3	2	3	3	3	3	2	3	1	1	1	1	1	1	1
Associate Vice President	5	5	5	4	5	3	4	8	8	5	4	7	12	10	12	14	11
Associate Vice Provost	2	2		1								1	1	1	1	3	1
Chief of Staff	1								1	1	1	1		1	1	1	2
Vice President	9	9	9	9	10	9	9	9	9	7	10	11	10	9	10	10	9
Vice Provost	3	4	3	3	3	3	3	3	5	5	5	5	3	5	4	5	7
Provost	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	1	1
Grand Total	**24**	**25**	**26**	**26**	**28**	**22**	**23**	**30**	**33**	**32**	**31**	**38**	**41**	**45**	**47**	**53**	**45**

For peer comparison, we can use data from the College and University Professional Association (CUPA) for Human Resources. Table 5 displays the number of “Top Executive Officers” and “Senior Institutional & Chief Functional Officers” at CSU as well as the average number at both our BOG peers and R1 public universities that reported data (data submission is voluntary). Data for individual institutions is not available through CUPA. To submit data to CUPA, each institution maps their unique position titles to standardized titles to allow for cross-institutional comparisons.

The Top Executive Officers category covers the chief executive officer of the campus or system, the executive vice president or vice chancellor, and the chief academic affairs officer or provost.

The Senior Institutional and Chief Functional Officers category covers positions that direct a major functional area with institution-wide scope and supervise other administrative and professional employees, typically reporting to a top executive officer. Examples include the chief financial officer, chief development and advancement officer, chief human resources officer, and chief information officer.

Please note, comparisons at levels (e.g., assistant VP) below these top levels are not possible through CUPA.

Table 5. VP-class Administrative Footprint

Institution group	Senior officer positions
Colorado State University	**14**
R1 public institutions (average)	17
CSU System Board of Governors peers (average)	17

Source: CUPA-HR, Administrators in Higher Education Survey, 2025-26. Categories as defined in the survey methodology.

Question 3

> *There is a clear perception that not only vice presidents, but also people around those vice president positions have mushroomed. And the problem is that there is always a reason to indicate that, oh, there has been a reassessment, a rearrangement of the deck, and hence that person needs a salary raise. The reality is how much did we spend 12 years ago in administrating and how much are we spending currently? That would help us understand, probably, when we are presented with the budget decisions, to understand also what have been the priorities of the institution for the last 12 years.*

Table 6 shows total salary outlays and average salary per position for VP-class positions. The total salary outlay for VP-class positions has increased while the average annual salary for this type of position decreased over time. Salary data are inflation adjusted to 2026 dollars. The current salary for these positions ranges from $112,298 to $535,000.

Table 6. Spending on VP-class positions

Fiscal Year	Number of Positions	Total Salary Outlays	Average Annual Salary
2011	24	$6,997,117	$291,547
2012	25	$7,030,352	$281,214
2013	26	$7,324,131	$281,697
2014	26	$7,366,286	$283,319
2015	28	$7,796,976	$278,463
2016	22	$6,633,619	$301,528
2017	23	$6,894,290	$299,752
2018	30	$8,389,632	$279,654
2019	33	$9,130,606	$276,685
2020	32	$9,095,265	$284,227
2021	31	$9,207,866	$297,028
2022	38	$10,598,010	$278,895
2023	41	$10,764,319	$262,544
2024	45	$12,165,970	$270,355
2025	47	$12,470,763	$265,335
2026	53	$13,403,417	$252,895
2027	45	$11,382,368	$252,942