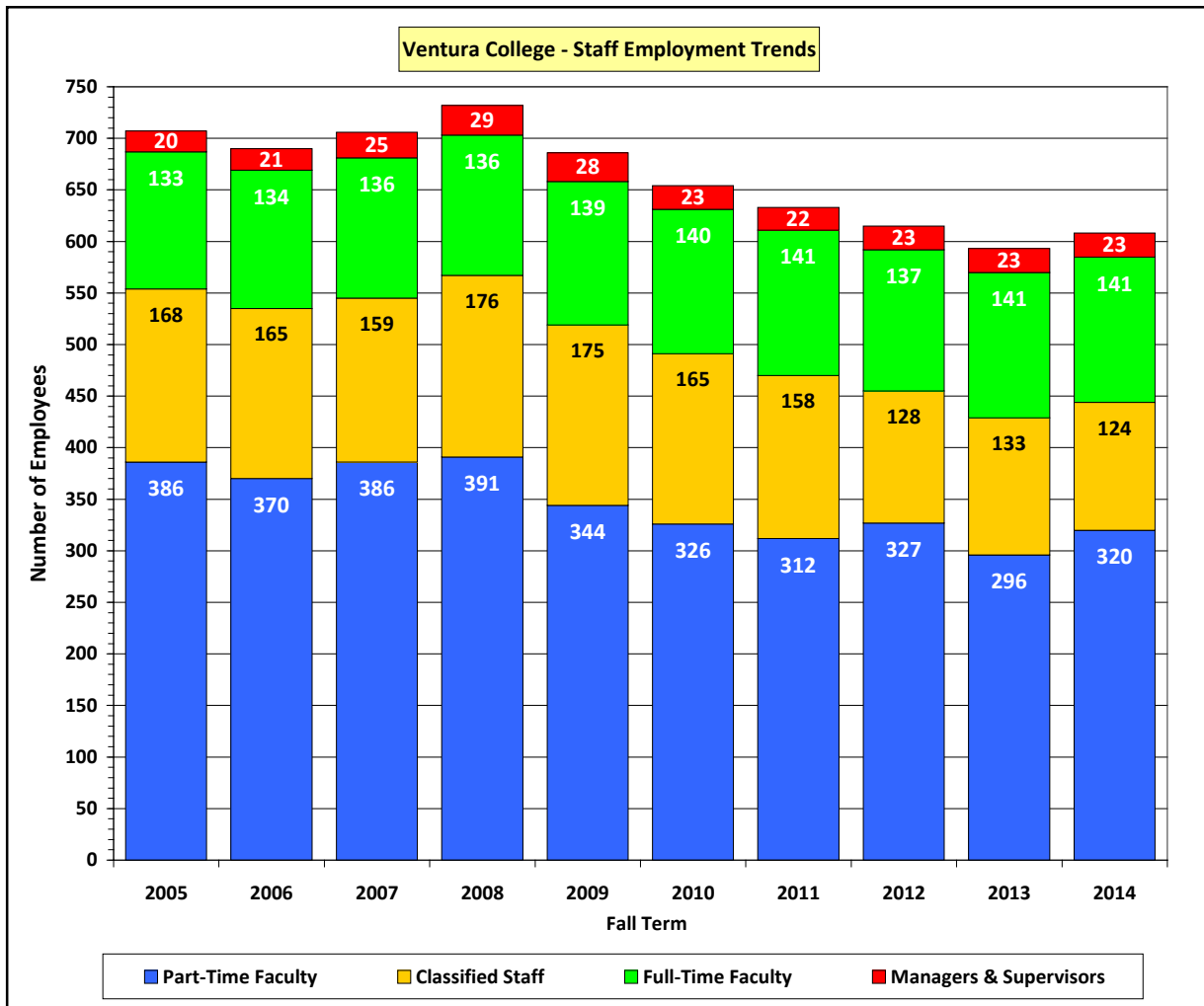


VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

A. Staffing by Employee Category

Since fall 2008, the total number of Ventura College employees has fallen from 732 to 608 (fall 2014); a loss of 124 individuals, or 17% of the college workforce. Fall 2013 was the term with the lowest employment level.

Of the four employee groups identified below, only Full-Time Faculty experienced a growth in ranks: from 136 in fall 2008 to 141 in fall 2014. During that period, Classified Staff decreased by 30%, Part-Time Faculty were reduced by 17%, and the number of Managers and Supervisors went from 29 to 23, a reduction of 21%.



Ventura College – Staff Employment Trends										
Fall Terms: 2005 through 2014										
Employee Category	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty	133	134	136	136	139	140	141	137	141	141
Part-Time Faculty	386	370	386	391	344	326	312	327	296	320
Classified Staff	168	165	159	176	175	165	158	128	133	124
Managers & Supervisors	20	21	25	29	28	23	22	23	23	23
Total	707	690	706	732	686	654	633	615	593	608

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
 Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

B-1. Gender – Faculty

Full-Time Faculty

Over the **ten** fall terms detailed in the table below, gender ratios for Full-Time Faculty have fluctuated from **54/46** (female/male) in fall 2006 and fall 2008 to **50/50** in fall 2011 and fall 2014.

Part-Time Faculty

Gender ratios for Part-Time Faculty have generally favored males by a few percentage points.

In the last two fall terms (**2013** and **2014**); however, Part-Time Faculty gender ratios have become more equitable at **51/49** (female/male).

Ventura College – Faculty by Gender Fall Terms: 2005 through 2014										
Number by Gender	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty										
Female	69	72	N/A	74	71	71	71	70	68	71
Male	64	62	N/A	62	68	69	70	67	73	70
Total	133	134	136	136	139	140	141	137	141	141
Part-Time Faculty										
Female	195	480	N/A	187	164	163	151	155	150	164
Male	191	190	N/A	204	180	163	161	172	146	156
Total	386	370	386	391	344	326	312	327	296	320
Percent by Gender	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty										
Female	52%	54%	---%	54%	51%	51%	50%	51%	48%	50%
Male	48%	46%	---%	46%	49%	49%	50%	49%	52%	50%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Part-Time Faculty										
Female	50%	49%	---%	48%	48%	50%	48%	47%	51%	51%
Male	50%	51%	---%	52%	52%	50%	52%	53%	49%	49%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

B-2. Gender – Managers & Supervisors and Classified Staff

Managers and Supervisors

Over the **ten** fall terms detailed in the table below, the gender ratios for Managers and Supervisors have fluctuated between **43/57** (female/male) in fall 2014 and **55/45** in fall 2005.

Classified Staff

Gender ratios for Classified Staff have favored females throughout the **ten** fall terms.

In the last two fall terms (**2013** and **2014**), Classified Staff gender ratios were in the **62/38** (female/male) in fall 2013 and **60/40** in fall 2014.

Ventura College – Managers & Supervisors and Classified Staff by Gender										
Fall Terms: 2005 through 2014										
Number by Gender	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Managers & Supervisors										
Female	11	11	N/A	14	14	11	10	12	11	10
Male	9	10	N/A	15	14	12	12	11	12	13
Total	20	21	25	29	28	23	22	23	23	23
Classified Staff										
Female	105	102	N/A	115	113	100	98	83	83	75
Male	63	63	N/A	61	62	65	60	45	50	49
Total	168	165	159	176	175	165	158	128	133	124
Percent by Gender	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Managers & Supervisors										
Female	55%	52%	---%	48%	50%	48%	46%	52%	48%	43%
Male	45%	48%	---%	52%	50%	52%	54%	48%	52%	57%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Classified Staff										
Female	62%	62%	---%	65%	65%	61%	62%	65%	62%	60%
Male	38%	38%	---%	35%	35%	39%	38%	35%	38%	40%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

C-1. Ethnicity – Faculty

Over the **ten** fall terms, the ethnic majority of both the **Full-Time** and **Part-Time** faculties has been White. In **fall 2014**, Whites accounted for **65%** of the **Full-Time Faculty** and **68%** of **Part-Time Faculty**.

Ventura College – Faculty by Ethnic Group Fall Terms: 2005 through 2014										
Number by Ethnic Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty										
Asian / Pacific Islander	9	9	N/A	9	10	11	12	12	12	11
Black – African/American	7	7	N/A	6	5	5	7	5	4	4
Hispanic	24	24	N/A	23	23	23	24	22	22	24
Native American	1	1	N/A	1	1	1	1	1	1	1
White	89	89	N/A	90	94	94	91	89	93	92
Other	0	0	N/A	1	0	0	0	0	0	0
Unreported	3	6	N/A	6	6	6	6	8	9	9
Total	133	134	136	136	139	140	141	137	141	141
Part-Time Faculty										
Asian / Pacific Islander	23	16	N/A	16	17	14	10	18	13	11
Black – African/American	13	11	N/A	13	8	8	7	14	13	12
Hispanic	43	44	N/A	46	39	34	33	36	32	41
Native American	2	3	N/A	1	0	1	1	1	2	2
White	262	251	N/A	261	236	229	227	225	205	217
Other	3	4	N/A	2	0	0	0	0	0	0
Unreported	40	41	N/A	52	44	40	34	33	31	37
Total	386	370	386	391	344	326	312	327	296	320
Percent by Ethnic Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty										
Asian / Pacific Islander	7%	7%	---%	7%	7%	8%	9%	9%	9%	8%
Black – African/American	5%	5%	---%	4%	4%	4%	5%	4%	3%	3%
Hispanic	18%	18%	---%	17%	16%	16%	17%	16%	15%	17%
Native American	1%	1%	---%	1%	1%	1%	1%	1%	1%	1%
White	67%	66%	---%	66%	68%	67%	64%	65%	66%	65%
Other	0%	1%	---%	1%	0%	0%	0%	0%	0%	0%
Unreported	2%	2%	---%	4%	4%	4%	4%	5%	6%	6%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Part-Time Faculty										
Asian / Pacific Islander	6%	4%	---%	4%	5%	5%	3%	5%	4%	3%
Black – African/American	3%	3%	---%	3%	2%	3%	2%	4%	4%	4%
Hispanic	11%	12%	---%	12%	11%	10%	11%	11%	11%	13%
Native American	1%	1%	---%	1%	0%	0%	0%	0%	1%	1%
White	68%	68%	---%	67%	69%	70%	73%	69%	69%	68%
Other	1%	1%	---%	0%	0%	0%	0%	0%	0%	0%
Unreported	10%	11%	---%	13%	13%	12%	11%	11%	11%	11%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

C-2. Ethnicity – Managers & Supervisors and Classified Staff

In fall 2014, Managers & Supervisors were largely White (61%), with Hispanics at 26%. For Classified Staff in fall 2014, the ethnic groups with the highest representation were Whites (48%) and Hispanics (35%).

Ventura College – Managers & Supervisors and Classified Staff by Ethnic Group										
Fall Terms: 2005 through 2014										
Number by Ethnic Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Managers & Supervisors										
Asian / Pacific Islander	0	0	N/A	1	0	0	0	0	0	0
Black – African/American	0	0	N/A	0	0	0	0	0	0	0
Hispanic	4	4	N/A	6	7	7	7	8	7	6
Native American	1	1	N/A	1	1	1	1	1	1	1
White	15	16	N/A	19	18	14	14	14	14	14
Other	0	0	N/A	0	0	0	0	0	0	0
Unreported	0	0	N/A	2	2	1	0	0	1	2
Total	20	21	25	29	28	23	22	23	23	23
Classified Staff										
Asian / Pacific Islander	10	10	N/A	8	7	8	7	7	7	7
Black – African/American	4	4	N/A	3	2	3	4	4	3	3
Hispanic	48	48	N/A	54	55	58	56	46	45	44
Native American	6	5	N/A	5	5	5	4	5	4	3
White	95	91	N/A	88	91	78	75	56	64	59
Other	1	1	N/A	2	0	0	0	0	0	0
Unreported	4	6	N/A	16	15	13	12	10	10	8
Total	168	165	159	176	175	165	158	128	133	124
Percent by Ethnic Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Managers & Supervisors										
Asian / Pacific Islander	0%	0%	---	3%	0%	0%	0%	0%	0%	0%
Black – African/American	0%	0%	---	0%	0%	0%	0%	0%	0%	0%
Hispanic	20%	19%	---	3%	25%	31%	32%	35%	31%	26%
Native American	5%	5%	---	21%	4%	4%	5%	4%	4%	4%
White	75%	76%	---	66%	64%	61%	63%	61%	61%	61%
Other	0%	0%	---	0%	0%	0%	0%	0%	0%	0%
Unreported	0%	0%	---	7%	7%	4%	0%	0%	4%	9%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Classified Staff										
Asian / Pacific Islander	6%	6%	---	4%	4%	5%	4%	5%	5%	6%
Black – African/American	2%	2%	---	2%	2%	2%	2%	3%	2%	2%
Hispanic	29%	29%	---	31%	31%	35%	35%	36%	34%	35%
Native American	4%	3%	---	3%	3%	3%	3%	4%	3%	2%
White	56%	55%	---	50%	52%	47%	48%	44%	48%	48%
Other	1%	1%	---	1%	0%	0%	0%	0%	0%	0%
Unreported	2%	4%	---	9%	8%	8%	8%	8%	8%	7%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
 Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

D-1. Age Group – Faculty

Full-Time Faculty

In fall 2014, 58% of Full-Time Faculty were 50 years of age or older.

Part-Time Faculty

In fall 2014, 67% (two-thirds) of Part-Time Faculty were 50 years of age or older.

Ventura College – Faculty by Age Group Fall Terms: 2005 through 2014										
Age in Years Number by Age Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty										
29 or younger	2	4	N/A	2	5	2	1	1	1	1
30 to 39	11	10	N/A	15	17	22	23	22	21	25
40 to 49	37	34	N/A	33	29	25	31	28	38	33
50 to 59	62	62	N/A	54	51	50	48	48	43	45
60 or older	31	24	N/A	32	37	41	38	38	38	37
Total	133	134	136	136	139	140	141	137	141	141
Part-Time Faculty										
29 or younger	19	13	N/A	13	11	9	7	8	8	10
30 to 39	51	45	N/A	42	37	22	26	36	32	42
40 to 49	85	81	N/A	62	63	67	58	60	46	54
50 to 59	134	138	N/A	143	115	111	96	97	80	72
60 or older	97	93	N/A	131	118	117	125	126	130	142
Total	386	370	386	391	344	326	312	327	296	320
Age in Years Percent by Age Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Full-Time Faculty										
29 or younger	1%	3%	---	1%	4%	1%	1%	1%	1%	1%
30 to 39	8%	8%	---	11%	12%	16%	16%	16%	15%	18%
40 to 49	28%	25%	---	24%	21%	18%	22%	20%	27%	23%
50 to 59	47%	46%	---	40%	37%	36%	34%	35%	30%	32%
60 or older	16%	18%	---	24%	26%	29%	27%	28%	27%	26%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Part-Time Faculty										
29 or younger	5%	4%	---	3%	3%	3%	2%	2%	3%	3%
30 to 39	13%	12%	---	11%	11%	7%	8%	11%	11%	13%
40 to 49	22%	22%	---	16%	19%	20%	19%	18%	15%	17%
50 to 59	35%	37%	---	37%	33%	34%	31%	30%	27%	23%
60 or older	25%	25%	---	33%	34%	36%	40%	39%	44%	44%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

D-2. Age Group – Managers & Supervisors and Classified Staff

Managers and Supervisors

In fall 2014, 70% of Managers and Supervisors were 50 years of age or older.

Classified Staff

In fall 2014, 59% of Classified Staff were 50 years of age or older.

Ventura College – Managers & Supervisors and Classified Staff by Age Group Fall Terms: 2005 through 2014										
Age in Years Number by Age Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Managers & Supervisors										
29 or younger	0	0	N/A	0	0	0	0	0	0	0
30 to 39	0	0	N/A	1	1	2	1	0	1	0
40 to 49	3	2	N/A	6	8	5	5	6	6	7
50 to 59	15	14	N/A	12	12	11	10	10	11	11
60 or older	2	5	N/A	10	7	5	6	7	5	5
Total	20	21	25	29	28	23	22	23	23	23
Classified Staff										
29 or younger	6	8	N/A	13	14	14	14	8	6	7
30 to 39	23	16	N/A	30	32	28	23	22	28	24
40 to 49	52	54	N/A	43	36	34	33	26	21	20
50 to 59	68	62	N/A	67	66	62	64	48	49	44
60 or older	19	25	N/A	23	27	27	24	24	29	29
Total	168	165	159	176	175	165	158	128	133	124
Age in Years Percent by Age Group	Fall Term									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Managers & Supervisors										
29 or younger	0%	0%	---	0%	0%	0%	0%	0%	0%	0%
30 to 39	0%	0%	---	3%	4%	8%	5%	0%	4%	0%
40 to 49	15%	9%	---	21%	28%	22%	23%	26%	26%	30%
50 to 59	75%	67%	---	41%	43%	48%	45%	44%	48%	48%
60 or older	10%	24%	---	35%	25%	22%	27%	30%	22%	22%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Classified Staff										
29 or younger	4%	5%	---	7%	8%	8%	9%	6%	4%	6%
30 to 39	14%	10%	---	17%	18%	17%	15%	17%	21%	19%
40 to 49	31%	33%	---	25%	21%	21%	21%	20%	16%	16%
50 to 59	40%	37%	---	38%	38%	38%	40%	38%	37%	35%
60 or older	11%	15%	---	13%	15%	16%	15%	19%	22%	24%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: VCCCD – District Institutional Research, Snapshot Reports – End-of-Term, Staff Demographics
Ventura College – Office of Research and Evaluation

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

E-1. General Fund Expenditures by Category

Over the past **ten** years, total **Unrestricted General Fund Expenditures (GFE)** for VC has ranged from a low of **\$32,963,811** (2004-2005) to a high of **\$42,371,838** (2010-2011), a difference of **\$9,408,027** or **28%**. For 2013-2014, total GFE was **\$41,140,738**, which is **\$1,23,100 (3%)** below the high in 2010-2011.

Salaries and Benefits account for the largest percentage of general fund expenditures, exceeding **96%** of total GFE in 2013-2014. Faculty salaries constitute the single largest expenditure at roughly **50%** per year. Cost per FTES was at its highest in 2013-2014 (\$4,251).

Ventura College Budget by Expenditure Category Unrestricted General Fund – Actual Expenditures					
Expenditure Category	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Faculty Salaries	\$20,941,199	\$20,777,805	\$20,383,584	\$19,506,941	\$20,404,356
Management Salaries	1,729,769	1,642,295	1,675,069	1,562,581	1,582,597
Classified Salaries	6,825,399	6,669,688	6,351,397	6,152,308	6,010,692
Employee Benefits	9,352,229	9,763,431	10,807,735	11,081,385	11,560,544
Subtotal: Salaries and Benefits	\$38,848,596	\$38,853,219	\$39,217,784	\$38,303,214	\$39,558,189
Supplies and Materials	511,531	523,663	547,927	475,378	538,627
Operating Expenses	1,403,950	1,359,745	1,190,782	1,109,899	1,080,608
Capital Outlay	95,222	280,828	106,282	50,567	82,166
Transfers/Contingency	517,899	1,354,383	575,835	--	(118,852)
Subtotal: Direct Expenditures	\$2,528,601	\$3,518,619	\$2,420,827	\$1,635,844	\$1,582,549
Total Expenditures	\$41,377,198	\$42,371,838	\$41,638,611	\$39,939,059	\$41,140,738
Total FTES	10,928	10,705	10,414	9,819	9,678
Cost per FTES	\$3,786	\$3,958	\$3,998	\$4,068	\$4,251

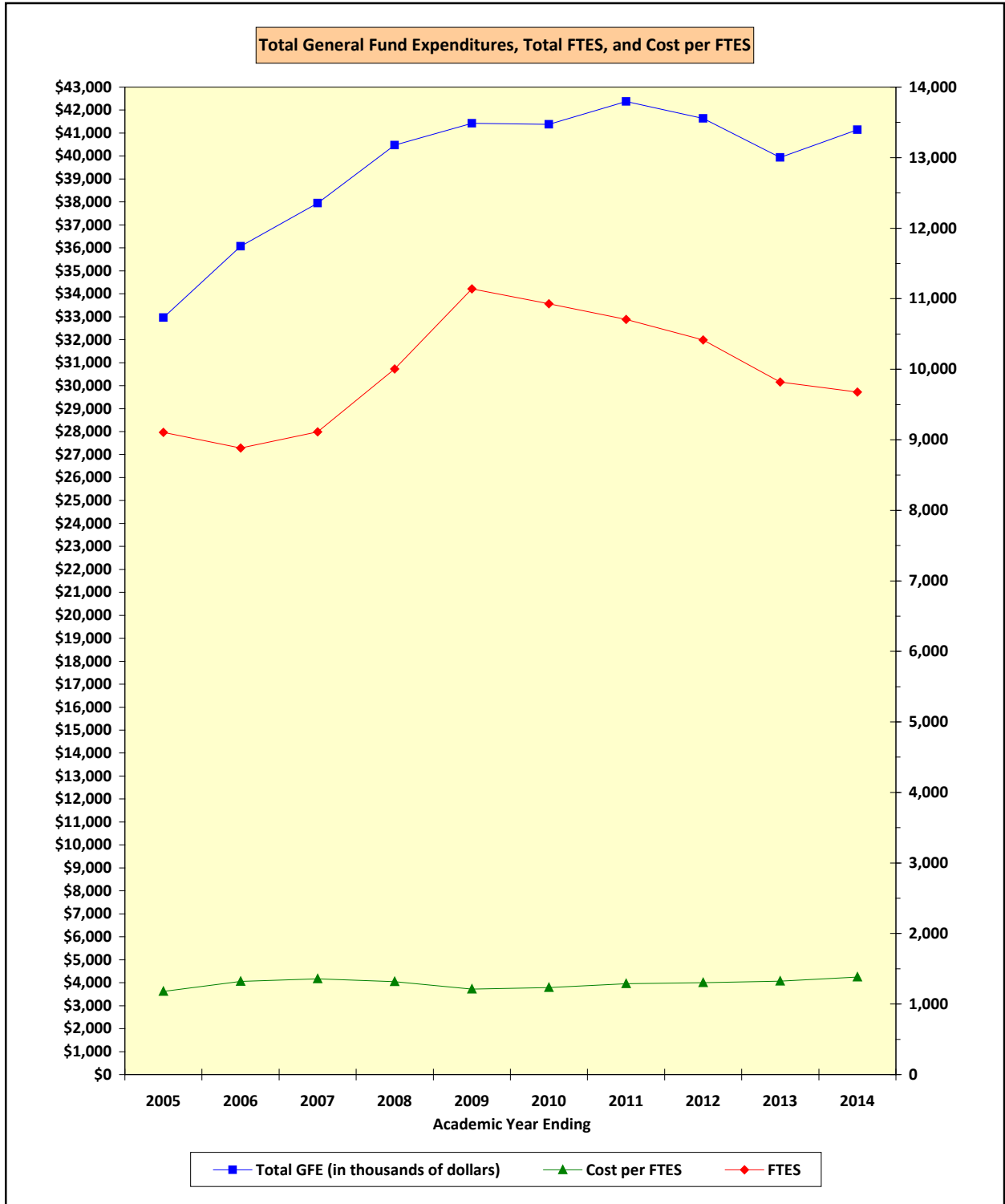
Ventura College Budget by Expenditure Category Unrestricted General Fund – Actual Expenditures					
Expenditure Category	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Faculty Salaries	\$18,498,912	\$17,783,888	\$18,678,726	\$20,414,162	\$21,075,827
Management Salaries	1,220,962	1,296,825	1,313,827	1,653,153	1,957,545
Classified Salaries	5,310,105	5,589,454	5,942,776	6,318,405	6,983,572
Employee Benefits	5,970,637	7,646,447	8,426,378	8,770,167	9,161,844
Subtotal: Salaries and Benefits	\$31,000,616	\$32,316,614	\$34,361,707	\$37,155,887	\$39,178,788
Supplies and Materials	466,258	437,867	382,436	489,313	509,457
Operating Expenses	1,159,715	1,321,344	1,326,871	1,378,017	1,477,833
Capital Outlay	178,178	131,452	141,663	79,835	64,986
Transfer Out (In)	159,044	1,865,240	1,732,853	1,368,261	197,855
Subtotal: Direct Expenditures	\$1,963,195	\$3,755,903	\$3,583,823	\$3,315,426	\$2,250,131
Total Expenditures	\$32,963,811	\$36,072,517	\$37,945,530	\$40,471,313	\$41,428,920
Total FTES	9,105	8,885	9,113	10,003	11,141
Cost per FTES	\$3,620	\$4,060	\$4,164	\$4,046	\$3,719

Source: VCCCD – Business and Administrative Services, Budget and State Reporting – Budget Documents
<http://www.vccd.edu/departments/budget-and-state-reporting/budget-documents>

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

E-2. Chart of General Fund Expenses, FTES, and Cost of FTES

This chart depicts the relationships between **Total GFE** (in thousands), **Total FTES**, and **Cost per FTES**. Total FTES (plotted on the right-hand scale) reached a high of **11,141** in 2008-2009.



VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

E-3. Expenditure Categories as a Percentage of Total Expenses

The only expense category that has consistently risen over the last ten years – in both dollar amount and percentage* – is **employee benefits**. In **2004-2005**, the cost for employee benefits was **\$5,970,637**, which accounted for **18%** of total GFE. By **2013-2014**, the cost for employee benefits had risen to **\$11,560,544**, or **28%** of total GFE.

Over the past decade, employee benefits have grown by **\$5,589,907**, or **94%**. In contrast, expenditures for faculty salaries have only increased by **10%** (\$1,905,444) over the same period.

Direct Expenditures have fluctuated between **10%** and **4%** of total GFE. In 2013-2014, the percentage of direct expenditures (**3.8%**) was the lowest in the past decade.

** There was a slight dip in the percentage of employee benefits between 2006-2007 and 2008-2009.*

Ventura College Budget by Expenditure Category Unrestricted General Fund – Actual Percentage Expenditures					
Expenditure Category	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Faculty Salaries	50.6%	49.1%	48.9%	48.8%	49.6%
Management Salaries	4.2%	3.9%	4.0%	3.9%	3.9%
Classified Salaries	16.5%	15.7%	15.3%	15.4%	14.6%
Employee Benefits	22.6%	23.0%	26.0%	27.8%	28.1%
Subtotal: Salaries and Benefits	93.9%	91.7%	94.2%	95.9%	96.2%
Supplies and Materials	1.2%	1.2%	1.3%	1.2%	1.3%
Operating Expenses	3.4%	3.2%	2.9%	2.8%	2.6%
Capital Outlay	0.2%	0.7%	0.2%	0.1%	0.2%
Transfers/Contingency	1.3%	3.2%	1.4%	0.0%	-0.3%
Subtotal: Direct Expenditures	6.1%	8.3%	5.8%	4.1%	3.8%
Total Expenditures	100.0%	100.0%	100.0%	100.0%	100.0%

Ventura College Budget by Expenditure Category Unrestricted General Fund – Actual Percentage Expenditures					
Expenditure Category	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Faculty Salaries	56.1%	49.3%	49.2%	50.4%	50.9%
Management Salaries	3.7%	3.6%	3.5%	4.1%	4.7%
Classified Salaries	16.1%	15.5%	15.7%	15.6%	16.9%
Employee Benefits	18.1%	21.2%	22.2%	21.7%	22.1%
Subtotal: Salaries and Benefits	94.0%	89.6%	90.6%	91.8%	94.6%
Supplies and Materials	1.4%	1.2%	1.0%	1.2%	1.2%
Operating Expenses	3.5%	3.7%	3.5%	3.4%	3.6%
Capital Outlay	0.6%	0.3%	0.3%	0.2%	0.1%
Transfer Out (In)	0.5%	5.2%	4.6%	3.4%	0.5%
Subtotal: Direct Expenditures	6.0%	10.4%	9.4%	8.2%	5.4%
Total Expenditures	100.0%	100.0%	100.0%	100.0%	100.0%

VII. EMPLOYEE DEMOGRAPHICS AND COLLEGE EXPENDITURES

E-4. Chart of Salaries and Benefits as a Percentage of Total Expenses

Salaries and Employee Benefits are the largest portion of total GFE. The top line in the chart below represents **total** salaries and employee benefits for each of the previous ten AYs. The major component of Salaries and Employee Benefits is **faculty salaries**, which are depicted on the second line from the top. Faculty salaries have hovered around **50%** of total GFE, except in 2004-2005 when they were 56% of GFE.

Employee Benefits, represented by the **red** line in the chart, have continuously risen over the last decade from **18%** to **28%** (except for a 0.5 point drop from 2006-2007 to 2007-2008).

