

BINGHAMTON
UNIVERSITY

Financial Report

2016-2021



Report from the President and Provost, winter 2022

TO BINGHAMTON UNIVERSITY COLLEAGUES:

This 2016-2021 Financial Report is the sixth in a series of annual reports informing the campus community about the fiscal status of Binghamton University. The content of this report tabulates and presents campus revenues, expenditures and enrollment for academic years 2016-17 through 2020-21, with estimates for academic year 2021-22 where possible.

The 2020-21 academic year was fiscally challenging, as the campus continued to address the issues posed by the ongoing COVID-19 pandemic. Binghamton University entered the year having to absorb costs stemming from a reduced occupancy in the residential halls, and allocating several million dollars for COVID testing, campus modifications and cleaning costs, as well as significant expenses associated with quarantine and isolation housing. We also lost approximately \$8 million in projected tuition revenue and another \$2 million in associated student fees, principally because of unmet international enrollment targets.

The University was fortunate to receive significant federal COVID relief funds to help us offset these costs, including \$13.6 million in Coronavirus Aid, Relief and Economic Security (CARES) Act funding, (half of which was distributed to over 6,500 students); \$20.2 million in Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funding, (of which \$6.8 million was distributed to over 4,800 students); and \$35.95 million in American Recovery Plan Act (ARPA) support, half of which was distributed to students as well. All told, campus COVID-related expenses total around \$50 million, in addition to significant reductions in tuition and fee revenues. These costs were offset by the federal aid listed above and our campus reserves. Fiscally, the campus has survived COVID about as well as could be expected.

Looking at state support for Binghamton University for the academic year 2021-22, we were gratified that the budget contained no reductions for SUNY, with funding held at 2019-20 levels. Further, spending restrictions imposed by the state were lifted, creating some much-needed flexibility for the campus. Faculty and staff also received good news, with previously negotiated salary increases that had been postponed last year because of the pandemic having been reinstated, though no additional fiscal support to cover these costs was forthcoming. That means we had to absorb two years of raises in the current fiscal year. The budget also included a provision that campuses will see no increase in tuition before the 2024-25 academic year; this takes away an important source of added revenue to meet increasing costs.

Most troubling has been the impact of COVID on the University's international and out-of-state enrollment, which has declined by 399 AAFTE students between fall 2019 and fall 2021 (table 1B). As mentioned above, this has reduced tuition revenues by approximately \$8 million and fees by \$2 million. This problem has been further exacerbated by challenges in international affairs. Tensions between nations have reduced interest in studying abroad in the United States, particularly in China, which previously had been the largest source of international students at Binghamton. The campus is redoubling its efforts to recruit students from abroad as well as from out of state, but this challenge will likely take several years to resolve.

We hope that you will find this report useful and encourage you to ask any questions you may have regarding its contents.

Sincerely,

Harvey Stenger
President

Don Nieman
Executive Vice President for Academic Affairs and Provost

INCOME

There are six types of income received by the University: State Purpose, State University Tuition Reimbursement Account (SUTRA), Income Fund Reimbursement (IFR), Dormitory Income Fund Reimbursement (DIFR), Research Foundation Income (RF) and Binghamton University Foundation Income (BUF).

EXPENSES AND ENROLLMENT

For the most part, the University spends the income received in each of the six categories listed above during the year the income is received. State Purpose funds (legislative appropriation, tuition and University Wide funds) must be spent within the year they are received and must follow state expenditure rules and procedures. IFR and DIFR income are also state funds and therefore must follow state expenditure rules and procedures; however, they do not have to be spent in the year they are received. RF funds are slightly more flexible than state funds; however, they must follow the rules and procedures of the funding agency, which can be the federal government, state government, private foundations or corporations. BUF funds are more flexible than RF funds; however, they must follow the restrictions of donors, IRS guidelines and Foundation policies.

IFR, DIFR, RF and BUF funds do not have to be spent in the year they are received and can be carried forward from one year to the next. However, IFR and DIFR balances are observable by SUNY and the state Budget Office and can be considered reserves that should be spent before asking for additional state allocations.

TABLE 1A: BINGHAMTON UNIVERSITY EXPENDITURES BY FUND TYPE						in thousands of dollars
	2016-17	2017-18	2018-19 [†]	2019-20	2020-21	2021-22 [*]
STATE PURPOSE*						
Legislative Appropriation	\$48,333	\$48,839	\$54,010	\$43,002	\$43,138	\$45,087
Tuition	139,317	141,290	145,894	158,225	152,856	161,699
SUTRA/FWS	9,010	8,667	8,465	8,554	7,724	7,659
Total	196,660	198,796	208,369	209,781	203,718	214,445
INCOME FUND REIMBURSEMENT	81,264	82,005	83,859	85,565	83,199	85,695
DORMITORY INCOME FUND REIMBURSEMENT	31,728	30,540	31,074	29,120	31,568	32,199
RESEARCH FOUNDATION						
Direct Costs	32,617	38,995	39,412	37,682	37,540	40,602
Indirect Costs	7,199	8,480	9,158	9,175	8,994	9,542
Total	39,816	47,475	48,570	46,857	46,534	50,144
BINGHAMTON UNIVERSITY FOUNDATION						
Unrestricted	4,294	4,374	4,670	4,703	4,815	6,328
Restricted	18,318	18,944	31,037	37,363	21,704	28,032
Total	22,612	23,318	35,707	42,066	26,519	34,360
GRAND TOTAL	\$372,080	\$382,134	\$407,579	\$413,389	\$391,538	\$416,843

State Purpose includes SUTRA and Federal Work-Study (FWS)
[†] Legislative appropriation includes \$5.2M one-time state allocation
^{*} Estimated to full 2021-22 SUNY allocation

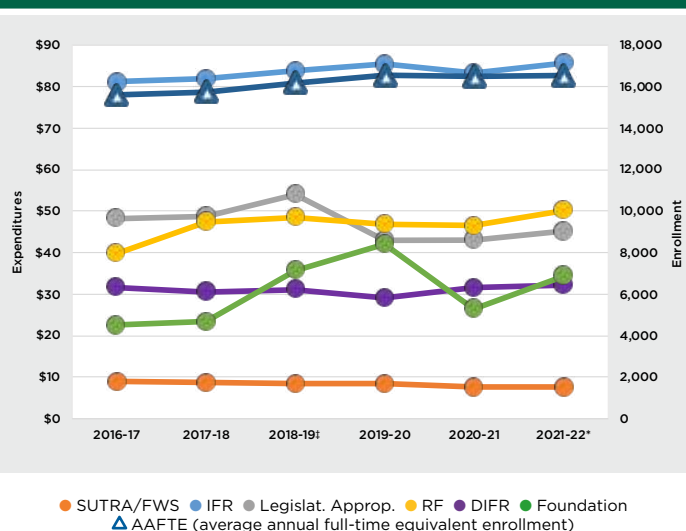
TABLE 1B: BINGHAMTON UNIVERSITY ENROLLMENT						
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22*
TOTAL UNDERGRADUATE AAFTE	13,108	13,265	13,603	13,764	13,849	13,886
Undergraduate AAFTE, in-state	11,238	11,577	11,997	12,202	12,414	12,533
Undergraduate AAFTE, out-of-state	1,870	1,688	1,606	1,562	1,435	1,353
TOTAL GRADUATE AAFTE	2,502	2,498	2,576	2,770	2,637	2,657
Graduate AAFTE, in-state	1,247	1,321	1,483	1,701	1,786	1,778
Graduate AAFTE, out-of-state	1,255	1,177	1,093	1,069	851	879
TOTAL AAFTE	15,610	15,763	16,179	16,534	16,486	16,543
TOTAL HEADCOUNT	18,065	18,129	18,634	18,957	19,108	19,319

* Projected (12/15/2021) and likely to change

UNIVERSITY EXPENDITURES

University expenditures for the past five years, 2016-17 to 2020-21 are shown in Figure 1 and Table 1A, along with estimates for 2021-22. Between 2016-17 and 2020-21, total expenditures for Binghamton University have grown by \$19.5 million (5.2%). The revenue for these expenditures came from growth in tuition (\$13.5 million), IFR (\$1.9 million), RF (\$6.7 million), BUF (\$3.9 million), with legislative appropriations having been reduced significantly (-\$5.2 million). DIFR expenditures also decreased (-\$0.2 million). Figure 1 and Table 1B show the change in enrollment during this period, when our average annual full-time equivalent enrollment (AAFTE) increased by 876 (5.6%).

FIGURE 1: EXPENDITURES/ENROLLMENT BY FUND TYPE
 Expenditures in thousands of dollars/enrollment total AAFTE

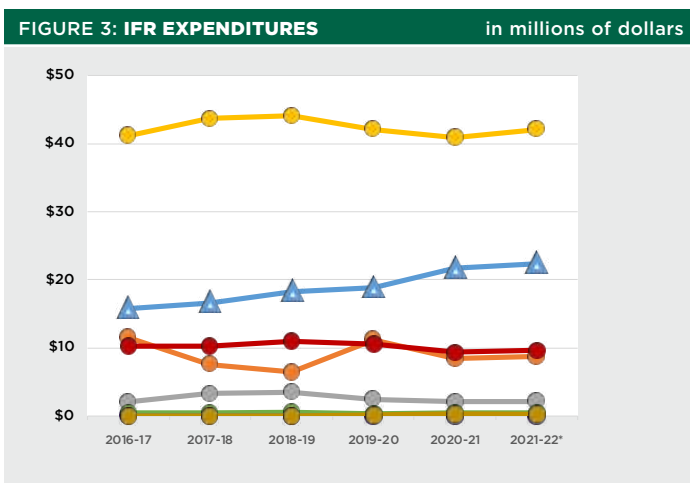
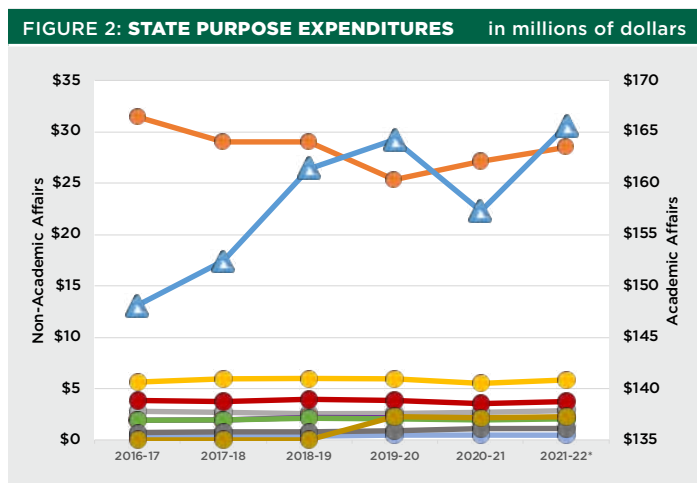


	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22*
Academic Affairs	\$148,104	\$152,403	\$161,423	\$164,214	\$157,304	\$165,587
Administration/Operations ¹	31,450	28,991	29,005	25,340	27,085	28,511
Research	2,740	2,686	2,551	2,622	2,704	2,847
Student Affairs	5,634	5,967	5,986	5,935	5,503	5,793
External Affairs/Advancement ²	1,912	1,915	2,186	2,161	1,999	2,104
President	1,918	1,953	2,111	2,087	1,944	2,046
Athletics ³	3,812	3,729	3,955	3,855	3,535	3,721
BU Foundation ^{3,5}	371	369	412	439	436	459
DDEI ⁴	719	783	740	861	1,058	1,114
Communications and Marketing ⁶	0	0	0	2,266	2,150	2,263
TOTAL	\$196,660	\$198,796	\$208,369	\$209,781	\$203,718	\$214,445
Academic Affairs %	75.3%	76.7%	77.5%	78.3%	77.2%	77.2%

1. Administration Division renamed Operations in 2013-14
 2. External Affairs renamed Advancement in 2012-13
 3. Athletics and Foundation separated from Administration in 2014-15
 4. DDEI created from Administration and Road Map in 2014-15
 5. Binghamton University Foundation reporting level under Advancement in 2017-18
 6. Communications and Marketing created from Academic Affairs in 2019-20
 * Estimated to full 2021-22 SUNY allocation

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22*
Academic Affairs	\$15,770	\$16,624	\$18,295	\$18,807	\$21,704	\$22,356
Administration/Operations ¹	11,514	7,602	6,474	11,166	8,431	8,684
Research	2,081	3,264	3,485	2,449	2,082	2,144
Student Affairs	41,158	43,630	44,088	42,047	40,873	42,099
External Affairs/Advancement ²	23	65	—	—	—	—
President	406	500	550	333	468	482
Athletics ³	10,313	10,310	10,967	10,607	9,394	9,676
DDEI ⁴	—	10	—	—	—	—
Communications and Marketing ⁵	—	—	—	157	247	254
TOTAL	\$81,264	\$82,005	\$83,859	\$85,565	\$83,199	\$85,695

1. Administration Division renamed Operations in 2013-14
 2. External Affairs renamed Advancement in 2012-13
 3. Athletics and Foundation separated from Administration in 2014-15
 4. DDEI created from Administration and Road Map in 2014-15
 5. Communications and Marketing created from Academic Affairs in 2019-20
 * Estimated to full 2021-22 SUNY allocation



● Academic Affairs ● Administration/Operations ● Student Affairs ● External Affairs/Advancement ● President ● Athletics ● DDEI ● BU Foundation ● Research ● Communications and Marketing
 * Estimated to full 2021-22 SUNY allocation

The first level of expense assignments is to University divisions. As of the 2014–15 academic year, the University has been comprised of eight divisions: academic affairs; advancement; athletics; diversity, equity and inclusion; the Binghamton University Foundation; operations; research; and student affairs. Beginning in 2020, the new division of communications and marketing is reported separately.

STATE PURPOSE EXPENDITURES

BY DIVISION: Table 2 and Figure 2 show University expenditures of State Purpose funds for each division for five years (2016–17 to 2020–21) and an estimate for 2021–22. These show that University State Purpose expenditures have grown by \$7.1 million (3.6%) between 2016–17 and 2020–21, and that the majority of the increase has occurred in the Division of Academic Affairs (\$9.2 million).

INCOME FUND REIMBURSEMENT

EXPENDITURES: Table 3 and Figure 3 show University expenditures of IFR income for each division for the past five years. IFR expenditures, shown in Table 3, have grown by \$1.9 million (2.3%) between 2016–17 and 2020–21, as a result of growing student fee income from increased enrollment and modest annual increases in fee rates.

EXPENSES: ACADEMIC AFFAIRS BREAKDOWN

The scale and complexity of the Division of Academic Affairs, which in 2020–21 accounted for 77.2% of the University's State Purpose expenditures (\$157.3 million), warrants that expenditures be broken down by schools/colleges/units of the division. These include: General Administration (admissions, financial aid, international affairs, undergraduate education, communications and marketing, business office, office of planning and budgeting), College of Community and Public Affairs, Decker College of Nursing and Health Sciences, Harpur College of Arts and Sciences, School of Management, School of Pharmacy and Pharmaceutical Sciences, Thomas J. Watson College of Engineering and Applied Science, Graduate School and Libraries.

Table 4 shows the expenditures for each of these units over the past five years.

TABLE 4: STATE PURPOSE EXPENDITURES FOR ACADEMIC AFFAIRS UNITS: Values for figures 4 to 10, in thousands of dollars

	2016–17	2017–18	2018–19	2019–20	2020–21
COLLEGE OF COMMUNITY AND PUBLIC AFFAIRS					
Faculty	\$5,679	\$5,970	\$5,835	\$6,424	\$5,413
Staff	2,142	2,237	2,348	2,609	2,396
OTPS	332	334	161	278	788
Total	8,153	8,541	8,344	9,310	8,597
DECKER COLLEGE OF NURSING AND HEALTH SCIENCES					
Faculty	4,991	4,787	5,310	5,461	5,163
Staff	1,232	1,449	1,715	2,347	2,693
OTPS	38	51	—	21	—
Total	6,260	6,287	7,025	7,829	7,856
GRADUATE SCHOOL OF EDUCATION*					
Faculty	—	—	—	—	—
Staff	—	—	—	—	—
OTPS	—	—	—	—	—
Total	—	—	—	—	—
HARPUR COLLEGE OF ARTS AND SCIENCES					
Faculty	55,494	55,550	59,219	60,525	57,547
Staff	8,829	9,056	9,176	9,054	8,898
OTPS	335	225	870	1,839	1,690
Total	64,657	64,831	69,265	71,418	68,135
SCHOOL OF MANAGEMENT					
Faculty	7,031	7,130	7,762	7,734	7,105
Staff	1,237	1,249	1,559	1,608	1,626
OTPS	615	452	76	99	55
Total	8,883	8,831	9,397	9,441	8,786
SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES					
Faculty	1,280	2,254	3,242	3,651	3,910
Staff	1,076	1,316	1,487	1,580	1,549
OTPS	188	306	518	622	677
Total	2,545	3,876	5,247	5,853	6,136
THOMAS J. WATSON COLLEGE OF ENGINEERING AND APPLIED SCIENCE					
Faculty	14,336	14,807	16,128	16,338	14,727
Staff	3,861	3,589	4,048	4,028	3,859
OTPS	1,148	1,059	1,091	1,224	2,260
Total	19,345	19,455	21,267	21,590	20,846
GRADUATE SCHOOL					
Faculty/Staff	1,172	1,085	1,181	1,013	683
OTPS	—	10	1	1	—
Total	1,172	1,095	1,182	1,014	683
LIBRARIES					
Faculty/Staff	4,843	4,878	5,373	5,277	4,756
OTPS	7,415	7,471	6,883	6,997	7,101
Total	12,257	12,349	12,256	12,274	11,857
GENERAL ADMINISTRATION WITH REORGANIZATION					
Personnel and Expenses	24,832	27,138	27,440	25,485	24,408
GRAND TOTAL	\$148,104	\$152,403	\$161,423	\$164,214	\$157,304

*The Graduate School of Education moved to CCPA in 2017–18

COLLEGES AND SCHOOLS: Figures 4 to 9 are values and graphs of State Purpose expenditures by each school and college and their corresponding enrollment of students. The student enrollment data for each school/college are the actual students taught by faculty in that school/college (AAFTE) and are divided into out-of-state, in-state, undergraduates and graduate students. The expenses are broken into three components: faculty salaries, staff salaries and OTPS (other than personnel services).

In general, the trends for all the schools and colleges show increasing enrollments and increasing expenditures, with a majority of these increases supporting faculty hiring (yellow lines in Figures 4 to 9).

An emphasis of our faculty hiring plan in the past 11 years has been recruiting full-time tenured or tenure-track faculty (FTTTF). Nearly all of our new revenues used for faculty hires have been targeted toward FTTTF positions. Table 5 and Figure 10 show the changes in full-time tenure-track faculty over the past 11 years by school/college.

The trends in expenditures make sense, as increasing enrollments drive increases in revenues that support faculty hiring, which together with discretionary, across-the-board and promotional salary increases result in increases in faculty expenditures. However, it is difficult to judge if the proportion of growth of expenditures and enrollment is similar for each school/college for a variety of reasons, including:

- differential in tuition rates between in-state and out-of-state students.
- differential in tuition rates between graduate and undergraduate programs.
- time lags between enrollment changes and faculty hiring decisions.
- salary differentials among ranks and disciplines.

At the same time, it is evident that the pause in hiring in 2018–19 and 2019–20 has contributed to a leveling off of our hiring trajectory. 2021–22 will likely continue this trend, although we are optimistic that pent-up student demand over these years will allow for another period of increased hiring once the coronavirus is brought under control.

FIGURE 4: EXPENDITURES AND ENROLLMENT FOR HARPUR COLLEGE OF ARTS AND SCIENCES

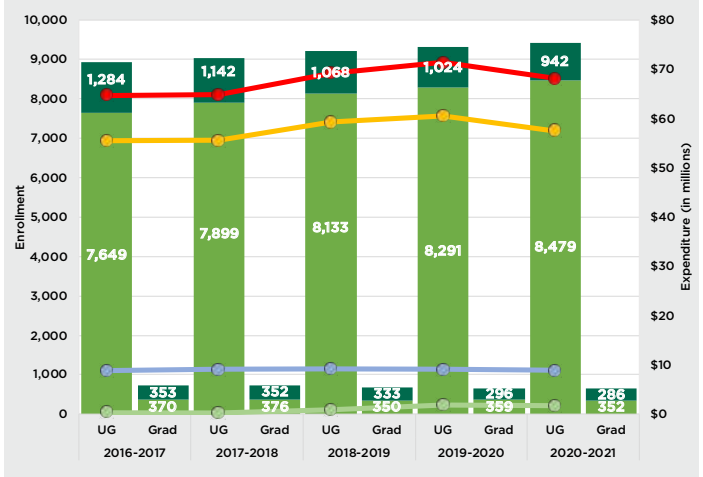


FIGURE 5: EXPENDITURES AND ENROLLMENT FOR THE THOMAS J. WATSON COLLEGE OF ENGINEERING AND APPLIED SCIENCE

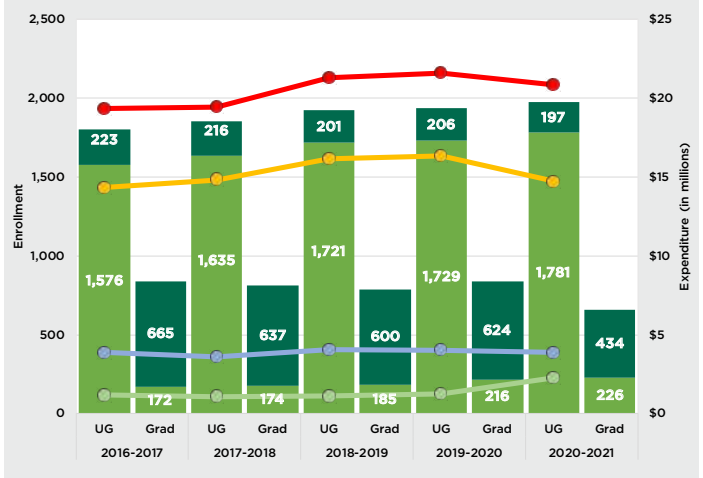


FIGURE 10: FULL-TIME TENURED AND TENURE-TRACK FACULTY

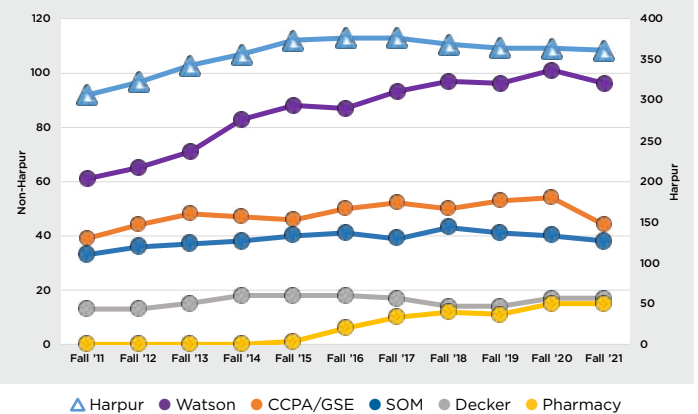


FIGURE 6: EXPENDITURES AND ENROLLMENT FOR THE SCHOOL OF MANAGEMENT

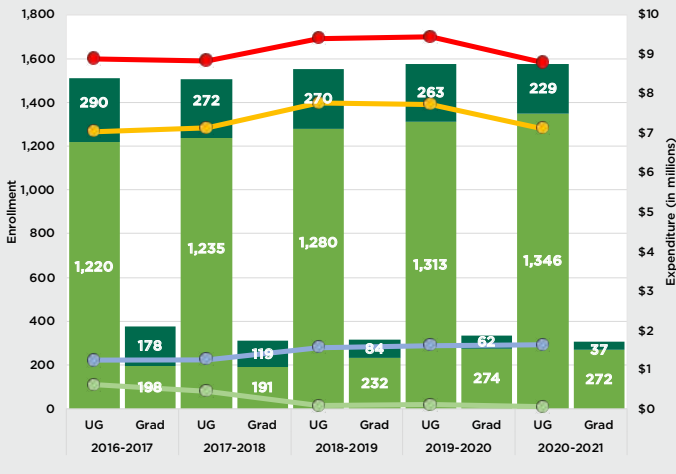


FIGURE 8: EXPENDITURES AND ENROLLMENT FOR THE COLLEGE OF COMMUNITY AND PUBLIC AFFAIRS

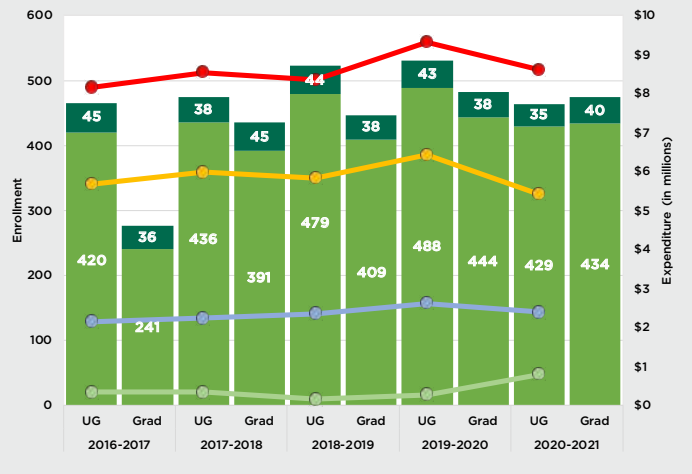


FIGURE 7: EXPENDITURES AND ENROLLMENT FOR DECKER COLLEGE OF NURSING AND HEALTH SCIENCES

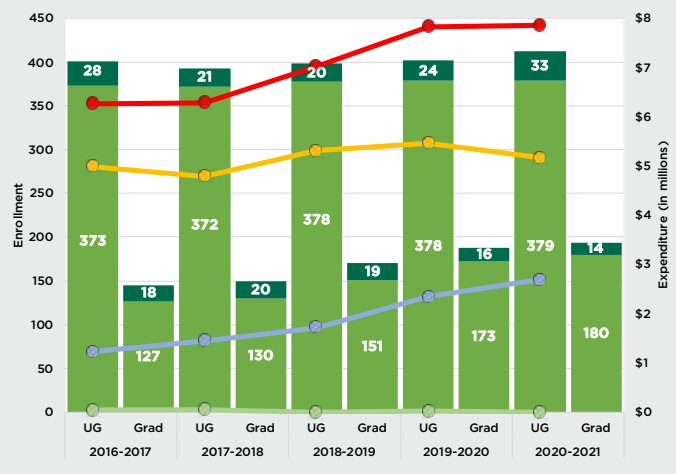
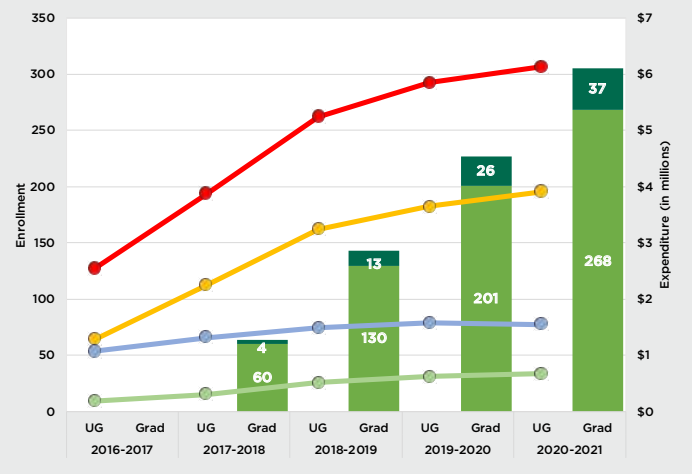


FIGURE 9: EXPENDITURES AND ENROLLMENT FOR THE SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES



■ Resident AAFTE ■ Non-Resident AAFTE ● State Expenditure ● Faculty Expenditure ● Staff Expenditure ● OTPS Expenditure

TABLE 5: FULL-TIME TENURED AND TENURE-TRACK FACULTY

	Fall '11	Fall '12	Fall '13	Fall '14	Fall '15	Fall '16	Fall '17	Fall '18	Fall '19	Fall '20	Fall '21	Net New
CCPA (includes GSE)	39	44	48	47	46	50	52	50	53	54	44	5
Decker	13	13	15	18	18	18	17	14	14	17	17	4
Harpur	306	322	342	356	373	376	376	368	364	363	361	55
Management	33	36	37	38	40	41	39	43	41	40	38	5
Pharmacy	0	0	0	0	1	6	10	12	11	15	15	15
Watson	61	65	71	83	88	87	93	97	96	101	96	35
Total	452	480	513	542	566	578	587	584	579	590	571	119

———— NYSUNY 2020 legislation in effect ————

SUPPLEMENTAL MATERIAL

Tables 6, 7, and 8 show school- and college-level expenditures of RF, BUF and IFR funds. Tables 9 and 10 show detailed professional staff counts and Table 11 shows detailed faculty counts by school and college. These supplemental tables were generated at the request of the Faculty Senate Budget Review Committee and the Professional Staff Senate Executive Committee. Requests for further information are welcomed and encouraged, and can be made through the president's or provost's offices.

TABLE 6: RESEARCH EXPENDITURES BY SCHOOL/COLLEGE							in thousands of dollars
Unit	Type	2016-17	2017-18	2018-19	2019-20	2020-21	
Administration	Direct	\$3,212	\$3,369	\$4,551	\$4,353	\$4,304	
	Indirect	239	313	346	511	588	
	Total	3,451	3,682	4,897	4,864	4,892	
CCPA	Direct	856	2,138	2,118	2,222	2,273	
	Indirect	198	261	325	378	285	
	Total	1,054	2,399	2,442	2,600	2,558	
Education	Direct	1,098	—	—	—	—	
	Indirect	84	—	—	—	—	
	Total	1,183	—	—	—	—	
Decker	Direct	791	874	1,422	1,201	1,075	
	Indirect	43	51	200	96	100	
	Total	834	925	1,622	1,297	1,176	
Harpur	Direct	15,136	15,450	15,155	14,894	13,132	
	Indirect	3,781	3,973	4,203	4,061	4,078	
	Total	18,917	19,423	19,358	18,955	17,210	
Management	Direct	111	243	305	249	79	
	Indirect	15	58	59	27	29	
	Total	126	301	364	276	108	
Pharmacy	Direct	177	1,083	1,192	1,006	767	
	Indirect	29	401	507	309	241	
	Total	206	1,484	1,700	1,315	1,008	
Watson College	Direct	11,237	15,839	14,669	13,758	15,910	
	Indirect	2,810	3,422	3,518	3,792	3,673	
	Total	14,047	19,261	18,186	17,550	19,583	
Grand Total		\$39,816	\$47,475	\$48,570	\$46,857	\$46,534	

TABLE 7: INCOME FUND REIMBURSABLE (IFR) EXPENDITURES BY SCHOOL/COLLEGE					in thousands of dollars
Unit	2016-17	2017-18	2018-19	2019-20	2020-21
CCPA (includes GSE)	\$473	\$599	\$1,055	\$716	\$257
Graduate School	1,282	1,485	1,467	1,385	997
Decker	366	410	626	552	836
Harpur	4,732	5,039	3,604	2,339	3,373
Management	235	408	683	1,080	697
Pharmacy	93	295	438	751	1,012
Libraries	359	315	549	361	107
Watson	1,734	1,811	2,342	1,745	1,389
Total	\$9,274	\$10,362	\$10,763	\$8,929	\$8,667

TABLE 8: BINGHAMTON UNIVERSITY FOUNDATION EXPENDITURES BY SCHOOL					in thousands of dollars
	2016-17	2017-18	2018-19	2019-20	2020-21
CCPA	\$256	\$491	\$603	\$379	\$285
Education	264	3	11	—	—
Decker	598	707	1,522	869	997
Harpur	2,371	2,623	2,608	2,344	2,610
Management	1,530	1,548	1,955	1,915	1,700
Pharmacy	765	638	184	77	76
Watson	668	706	867	693	974
Libraries	204	183	208	81	109
Graduate School	101	144	121	54	58
General*	1,740	2,245	12,622	978	755
Total	\$8,497	\$9,288	\$20,703	\$7,390	\$7,564

*General includes Provost Office operations as well as Enrollment Management/Undergraduate Admissions, University Art Museum and Anderson Center for the Performing Arts. In 2018-19, SUNY redefined what qualifies as an Agency Account. This required a one-time balance transfer from the Foundation to state accounts that was accounted for as an expense.

TABLE 9: RESEARCH FOUNDATION EMPLOYEE COUNT BY SALARY LEVEL					
Salary level*	Spring 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021
RF1 (\$19,000-\$39,328)	25.1	22.7	14.4	11.0	11.0
RF2 (\$39,329-\$59,657)	51.1	71.4	67.0	73.6	67.4
RF3 (\$59,658-\$79,986)	35.7	30.6	40.4	37.8	39.0
RF4 (\$79,987-\$100,314)	12.1	12.7	11.8	14.0	14.2
RF5 (\$100,315-\$120,643)	4.0	7.7	7.0	8.0	5.0
RF6 (\$120,644-\$140,972)	12.8	3.0	3.0	3.0	3.0
RF total	140.8	148.1	143.6	147.4	139.6

*Research Foundation (RF) employees do not have salary grades similar to UUP, so at the request of the PSS Executive Committee RF employee salary levels were chosen to closely resemble UUP SL ranges.

TABLE 10: UUP EMPLOYEE COUNT BY SALARY LEVEL

Level	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Level	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	
ACADEMIC AFFAIRS						OPERATIONS						
SL 1	21.5	24.5	24.6	31.1	28.4	SL 1	1.0	0.8	0.0	0.0	0.8	
SL 2	66.0	62.9	54.2	46.8	59.0	SL 2	17.7	23.2	17.8	21.5	14.9	
SL 3	174.1	182.2	185.4	170.9	158.3	SL 3	62.4	65.5	65.0	61.0	66.7	
SL 4	65.1	79.9	84.2	81.7	85.1	SL 4	38.8	38.3	35.2	40.2	37.4	
SL 5	32.2	31.5	33.5	35.1	39.5	SL 5	17.0	18.0	22.9	22.9	22.0	
SL 6	1.0	10.0	10.0	8.0	6.0	SL 6	4.0	5.0	4.0	5.0	5.0	
Total	359.9	390.9	391.9	373.6	376.3	Total	140.9	150.8	144.9	150.6	146.8	
ADVANCEMENT/FOUNDATION						PRESIDENT'S OFFICE						
SL 1	0.0	0.0	0.0	0.0	0.0	SL 1	0.0	1.0	0.0	0.2	0.0	
SL 2	2.0	1.0	1.0	1.0	1.0	SL 2	0.0	0.0	0.0	0.0	0.0	
SL 3	3.0	2.0	1.8	1.0	0.0	SL 3	4.2	3.0	1.0	2.0	3.0	
SL 4	8.3	10.6	7.0	5.0	4.0	SL 4	0.0	1.0	1.0	1.0	1.0	
SL 5	5.0	4.0	9.0	9.0	9.0	SL 5	1.0	0.0	0.0	0.0	1.0	
SL 6	0.0	1.0	1.0	1.0	1.0	SL 6	0.0	1.0	1.0	1.0	1.0	
Total	18.3	18.6	19.8	17.0	15.0	Total	5.2	6.0	3.0	4.2	6.0	
ATHLETICS						RESEARCH						
SL 1	10.1	8.8	10.7	7.5	8.5	SL 1	1.0	1.0	0.0	0.0	0.0	
SL 2	30.8	34.3	34.8	33.2	37.8	SL 2	2.0	2.0	3.0	2.0	2.0	
SL 3	6.0	6.0	3.5	3.0	3.0	SL 3	10.0	10.5	9.0	9.0	9.0	
SL 4	20.5	22.0	21.0	21.0	19.0	SL 4	7.5	8.5	9.5	7.5	7.5	
SL 5	4.0	4.0	5.0	5.0	5.0	SL 5	2.5	2.5	2.5	2.5	3.5	
SL 6	5.0	5.0	5.0	5.0	4.5	SL 6	1.0	2.0	2.0	2.0	2.0	
Total	76.4	80.2	80.0	74.7	77.8	Total	24.0	26.5	26.0	23.0	24.0	
DDEI						STUDENT AFFAIRS						
SL 1	0.0	0.0	1.0	0.5	0.5	SL 1	2.5	1.5	1.2	5.6	50.9	
SL 2	1.0	1.0	1.9	1.9	3.0	SL 2	30.6	29.7	25.9	25.9	28.1	
SL 3	2.0	1.0	4.0	4.0	4.0	SL 3	55.6	58.3	57.4	55.4	49.9	
SL 4	1.0	1.0	1.0	1.0	0.0	SL 4	42.1	43.4	45.2	42.9	45.8	
SL 5	1.0	0.0	0.0	0.0	0.0	SL 5	14.9	19.1	18.6	18.0	17.0	
SL 6	0.0	0.0	0.0	0.0	0.0	SL 6	4.0	3.1	3.0	2.9	2.9	
Total	5.0	3.0	7.9	7.4	7.5	Total	149.7	155.1	151.3	150.7	194.6	
COMMUNICATIONS AND MARKETING												
SL 1	—	—	—	—	0.0	0.0	SL 1	—	—	—	0.0	0.0
SL 2	—	—	—	—	8.8	8.0	SL 2	—	—	—	8.8	8.0
SL 3	—	—	—	—	16.0	16.0	SL 3	—	—	—	16.0	16.0
SL 4	—	—	—	—	3.0	3.0	SL 4	—	—	—	3.0	3.0
SL 5	—	—	—	—	0.0	0.0	SL 5	—	—	—	0.0	0.0
SL 6	—	—	—	—	0.0	0.0	SL 6	—	—	—	0.0	0.0
Total	—	—	—	—	27.8	27.0	Total	—	—	—	27.8	27.0
Univ. total	779.4	831.1	824.8	829.0	875.0							

TABLE 11: FACULTY BY RANK

	Fall '17	Fall '18	Fall '19	Fall '20	Fall '21		Fall '17	Fall '18	Fall '19	Fall '20	Fall '21
CCPA (INCLUDES EDUCATION)						PHARMACY					
Professor full-time	6	7	7	7	8	Professor full-time	5	5	5	5	5
Assoc. professor full-time	23	23	25	23	19	Assoc. professor full-time	2	2	2	3	3
Assistant professor full-time	23	20	21	24	17	Assistant professor full-time	3	5	4	7	7
Tenured/tenure-track full-time	52	50	53	54	44	Tenured/tenure-track full-time	10	12	11	15	15
Non-tenure-track full-time	16	12	13	11	17	Non-tenure-track full-time	9	13	12	13	13
Total full-time	68	62	66	65	61	Total full-time	19	25	23	28	28
Tenure-track part-time	0	0	0	0	0	Tenure-track part-time	3	2	3	3	2
Non-tenure-track part-time	28	27	34	25	33	Non-tenure-track part-time	1	1	5	4	4
Total part-time	28	27	34	25	33	Total part-time	4	3	8	7	6
Total headcount	96	89	100	90	94	Total headcount	23	28	31	35	34
DECKER (INCLUDES HEALTH AND WELLNESS)						WATSON					
Professor full-time	7	6	5	7	5	Professor full-time	32	34	34	34	38
Assoc. professor full-time	4	3	5	7	7	Assoc. professor full-time	24	22	24	28	24
Assistant professor full-time	6	5	4	3	5	Assistant professor full-time	37	41	38	38	34
Tenured/tenure-track full-time	17	14	14	17	17	Tenure-track instructor	0	0	0	1	0
Non-tenure-track full-time	36	38	40	36	40	Tenured/tenure-track full-time	93	97	96	101	96
Total full-time	53	52	54	53	57	Non-tenure-track full-time	16	17	12	20	14
Tenure-track part-time	0	0	1	1	1	Total full-time	109	114	108	121	110
Non-tenure-track part-time	42	46	41	36	39	Tenure-track part-time	3	1	1	1	1
Total part-time	42	46	42	37	40	Non-tenure-track part-time	19	16	19	15	13
Total headcount	95	98	96	90	97	Total part-time	22	17	20	16	14
HARPUR						LIBRARIES					
Professor full-time	132	132	131	126	125	Librarian full-time	0	0	0	0	0
Assoc. professor full-time	120	127	135	146	152	Assoc. librarian full-time	13	13	11	13	14
Assistant professor full-time	120	103	89	78	68	Assistant librarian full-time	4	7	4	5	3
Tenure-track Instructor	4	6	9	13	16	Senior assistant librarian full-time	5	8	9	7	8
Tenured/tenure-track full-time	376	368	364	363	361	Tenured/tenure-track full-time	22	28	24	25	25
Non-tenure-track full-time	71	83	84	91	101	Visiting librarian full-time	1	0	1	0	0
Total full-time	447	451	448	454	462	Total headcount	23	28	25	25	25
Tenure-track part-time	15	11	11	10	10	UNIVERSITY-WIDE PROGRAMS					
Non-tenure-track part-time	143	156	161	156	149	Professor full-time	0	0	0	1	2
Total part-time	158	167	172	166	159	Assoc. professor full-time	0	1	1	1	5
Total headcount	605	618	620	620	621	Assistant professor full-time	0	0	0	1	2
MANAGEMENT						Instructor full-time	0	0	0	1	1
Professor full-time	10	10	10	8	8	Tenured/tenure-track full-time	0	1	1	4	10
Assoc. professor full-time	12	13	13	14	14	Non-tenure-track full-time	15	6	5	5	20
Assistant professor full-time	17	20	18	18	16	Total full-time	15	7	6	9	30
Tenured/tenure-track full-time	39	43	41	40	38	Tenure-track part-time	0	0	0	0	1
Non-tenure-track full-time	4	2	2	2	4	Non-tenure-track part-time	8	4	3	2	8
Total full-time	43	45	43	42	42	Total part-time	8	4	3	2	9
Tenure-track part-time	1	0	0	0	0	Total headcount	23	11	9	11	39
Non-tenure-track part-time	30	29	31	25	31	Total University headcount					
Total part-time	31	29	31	25	31	1,070	1,077	1,083	1,075	1,107	
Total headcount	74	74	74	67	73						



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