

**University's Initial Offer to the AAUP  
for a New Collective Bargaining Agreement  
To be Effective September 1, 2017**

In accordance with Article XXXIX.B of the parties' current collective bargaining agreement, the University is providing the AAUP with our initial proposals for a new collective bargaining agreement effective September 1, 2017. These proposals are not intended to be technical contract language, which will be provided during the negotiation process. Further, the University reserves its right to add additional proposals or modify any of these proposals at any time during the negotiation process.

As you know, the University and the AAUP met between July 2016 and December 2016 to address the need for significant short-term cost reductions related to the AAUP contract. The proposals presented here continue to seek both short-term and now, longer term structural adjustments necessary for the University to achieve financial health. Therefore, our initial proposals reflect savings of just over \$10 million in on-going savings.

The principle team members at the bargaining table this year will consist of Robert Stoto, Associate Vice President for Human Resources, James Castagnera, Associate Provost, Jonathan Millen, Dean for the College of Liberal Arts & Sciences, and Michael Lebowich, Esq., Chief Negotiator and Partner with Proskaur Rose LLP, with leadership and guidance from the President, Provost, and Vice President for Finance. The team is available to commence negotiations on Friday, June 2. After that, the team is available to meet every day Monday through Saturday from June 5 through August 31, except for June 30 through July 9. The team is looking to meet no less than three days at the outset of negotiations. With 71 days available for negotiations, the expectation is to achieve a contract no later than September 1.

Indeed, it is critical that these negotiations are concluded by the expiration of the contract, in order to allow the University to achieve these essential cost-savings measures for the full academic year and to ensure minimization of any potential negative effects on Rider students and future enrollment.

**The Critical Need for Proposed Changes**

As with many private, independent not-for-profit colleges and universities across the country, Rider is facing a number of serious challenges and issues impacting its competitiveness and the sustainability of its financial model. Cost of attendance is the number one reason cited by students who choose not to attend Rider and respond to the Admissions survey.

Rider's peak enrollment came in fiscal 2010 (fall 2009), and fiscal 2011 began the enrollment decline. Rider's 2016 audited financial statements show net tuition revenue of \$98.3 million, lower in real dollar terms than the five-year earlier 2011 audit total of \$100 million. That is the result of both lower enrollment and the need to discount tuition at higher rates to address competitor net tuition costs and affordability concerns of students and their families. Over the 2011 to 2016 period, the University's unrestricted operating results went from essentially break even at a \$244,000 surplus to a \$2.5 million deficit. As enrollments declined, the University

used three approaches to minimize deficits, all three of which become difficult or impossible next year.

1. From 2011 through 2016, Rider spent \$9.4 million of one time, large dollar estate and foundation gifts to offset WCC operating deficits. All funds were used in ways that complied with donor restrictions. No funds will remain at June 2017.
2. \$10 million of quasi-endowment investments have been liquidated to cover operating deficits. \$5.1 million was used in fiscal 2016, and all of the remainder will be spent at June 2017.
3. Rider implemented a series of cost reduction strategies to compensate for revenue stagnation and inflation. As table 1 below indicates, the \$20.4 million in cuts to date represent 13% of current year costs. 70% of those cuts impacted non-AAUP employees and non-instructional budgets, and incremental non-academic opportunities are limited.

**Table 1**  
**Cumulative Operating Cuts as % of Fiscal 2017 Spending**

	Wages and benefits	Operating	Total
<b>Cuts, 2010 to 2017</b>	\$11,909,000	\$8,494,000	\$20,403,000
Percent of total*	11%	17%	13%

\*Calculation is based on fiscal 2017 operating costs. It excludes categories not available to cut: contingency, debt service, capital funding, Sanda revenue share, restricted and endowed spending.

The one-time underwriting from items 1 and 2 above will not be available after this fiscal year, and Rider’s future deficits will rise as a result. That fact and continued pressure on enrollment and revenues clearly highlights the need for savings beyond those noted above. Faculty and instructional savings represent \$6.2 million of the \$20.4 million in historical savings above, including the faculty share of the multi-year wage freeze, reduced adjunct sections as enrollment declined, and the estimated net savings Rider will realize from the Early Retirement Incentive program. Despite these savings and the University’s efforts over the past eight years, benchmarking with peer institutions confirms that Rider’s cost of instruction remains high.

Rider benchmarks faculty costs against direct admissions competitors both public and private, mid-Atlantic masters institutions, also public and private, and select private masters institutions with similar enrollment and financial resources (also used to benchmark administrative salaries). Consistently across all benchmarking, Rider’s faculty costs are high as a result of the number and mix of full-time faculty, lack of non-tenure track faculty, and comparatively high wages and benefits. Rider’s administrative and clerical employees collectively are paid at or below survey medians. Rider’s faculty collectively are paid substantially above median. Rider’s full-time

faculty cost per student is 47% higher than the peer average and adjunct pay per section is significantly above many direct competitor institutions.

**Table 2**  
**Full-time Faculty Costs, Total and per FTE Student**  
**Cross Admit Public and Private Masters Institutions**  
**Academic Year 2015-2016**

Institution	FT Faculty	FTE Enrollment	FTE per FT Faculty	Full-time Faculty Compensation*	Compensation Cost per FTE Student
Montclair	554	17,615	31.8	\$72,857,100	\$4,136
Monmouth	214	5,651	26.4	\$26,144,900	\$4,627
Stockton	311	8,080	26.0	\$40,083,700	\$4,961
St. Joseph's	246	6,502	26.4	\$32,807,200	\$5,046
Fairleigh Dickinson	279	5,758	20.6	\$32,201,500	\$5,592
College of NJ	355	6,974	19.6	\$47,760,800	\$6,848
Rider	245	4,427	18.1	\$33,802,100	\$7,635

Peer Average  
(unweighted)      \$5,202  
Rider > Peer  
Average      \$2,434  
**47% premium**

Faculty Compensation Source: AAUP 2016 Salary Survey Appendix I

FTE Enrollment Source: IPEDS fall 2015 Full-time equivalent enrollment (DRVEF2015)

**Notes:** Table 2 reflects those Rider top cross admit institutions that participated in the 2017 AAUP salary survey, except Rutgers. Rutgers is a doctoral institution, with both law and medical schools. Data sources:

Faculty Compensation Source: AAUP 2016 Salary Survey Appendix I.

\* Compensation includes wages and University paid benefits

FTE Enrollment Source: IPEDS fall 2015 Full-time equivalent enrollment (DRVEF2015)

Table 3 below compares Rider faculty average salaries by rank for the current 2017 academic year to more than 130 baccalaureate institutions in our region. All peer data referenced is per the AAUP's 2017 faculty salary survey, Tables 4 and 5. Baccalaureate institutions are included for reference only. All comparisons are to regional masters institutions. Key conclusions from the survey comparisons are:

- Rider’s average faculty salary at \$103,888 is \$21,561 higher than the regional average.
- Rider’s average compensation (wages and university funded benefits) at \$134,360 is \$24,209 higher than the regional average.
- Rider is higher for all ranks in the comparisons, and lacks the ranks that could help temper total instructional costs and costs per student.

**Table 3  
2016/17 Average Salary by Rank**

	Mid- Atlantic <sup>1</sup>		Rider		
	Baccalaureate All Faculty N=60	Masters All Faculty N=72	All Faculty \$	versus Regional Masters \$	%
Professor	99,954	104,168	117,500	13,332	113%
Associate	77,865	83,108	102,700	19,592	124%
Assistant	65,823	70,224	83,100	12,876	118%
Instructor	55,975	58,533	n/a	n/a	n/a
Lecturer	58,384	59,869	n/a	n/a	n/a
No Rank	59,620	61,060	n/a	n/a	n/a
<b>Weighted Avg.</b>	<b>78,298</b>	<b>82,327</b>	<b>103,888</b>	<b>21,561</b>	<b>126%</b>

<sup>1</sup> Mid-Atlantic States are New York, New Jersey, and Pennsylvania

Rider will continue to implement non-instructional savings strategies, but must make fundamental changes to its instructional model to sustain the institution. Given that, the total compensation to faculty includes both salary and benefit costs, the University is proposing changes to the salary structure and benefits contributions for all bargaining unit members as listed in the table of proposed language changes below. Additionally, the University has included other economic proposals that address the cost of instruction such as faculty work load as well as research and developmental leaves and fellowships. Without the savings generated from these proposals, the financial forecast reflects substantial on-going deficits. Proceeds from the anticipated sale of Westminster Choir College are needed for critical investments in programs, facilities, scholarships, and other needs identified in the strategic plan and cannot underwrite deficits. Attachment 1 provides the savings related to the proposed changes.

The University also is proposing changes to the current language addressing promotion and tenure and governance. Several articles in these two areas minimize the role of administration in academic policy processes and promotion and tenure decisions, leaving many management decisions in the hands of the faculty. The creation of a Faculty Senate, with representation from every academic department at the University, facilitates broader faculty input, brings together an institutional faculty for the best interests of the institution, and encourages more inclusive dialog on all matters of shared governance. Creating a true balance in shared governance increases the

nimbleness and flexibility needed to make the important changes necessary to address investment in our future and creates greater alignment with most institutions of higher education, while preserving an open, deliberative process.

Consistent with the promises made by the new vision and mission statement found in the Strategic Plan, it is imperative that Rider students are provided a rigorous, engaging academic experience inside and outside the classroom. As a consequence, we must ensure the continuous pursuit of excellence by our faculty and compliance with professional expectations (per P&T criteria). Extending the process of faculty assessment beyond promotion and tenure provides the university with the evidence needed when speaking of the quality of instruction and the quality of our faculty. The University is proposing changes that will ensure the informed and impartial assessment of candidates by limiting the voting members of the faculty to those who have earned tenure.

A more holistic assessment of teaching and research in the Promotion and Tenure process is proposed through the required inclusion of student evaluations and external review of scholarship. The University views student input via course evaluations as providing a critical perspective. External reviews of scholarship ensure the broader disciplinary community recognizes the work, especially when we lack the local expertise to evaluate a candidate's work. Additionally, continuous assessment of the quality of instruction through review of all course evaluations and annual review of all adjunct faculty allows the University to address any related issues that may arise in a more timely manner.

Below are the Administration’s proposals for changes to the collective bargaining agreement, in concept form. Detailed language will be presented as each item is discussed.

ARTICLE	PROPOSAL
VI.A.5.d	Change article to include "term faculty" and add new language that allows for the hire of non-tenure track, full-time faculty at the rank of Term Faculty I or Term Faculty II. Such faculty members will not be required to engage in scholarly activity, but must provide value to the institution. As such, these faculty will carry a workload of 15 credits/semester. No more than 20% of the full-time faculty in the department can hold the rank of Term Faculty.
VIII.A.3	Tenure-track and term faculty in the academic departments shall not participate in the evaluation of candidates and shall not vote on individual cases.
VIII.A.5	Eliminate language that prohibits members of the Promotion and Tenure committee from substituting their judgement for the department's judgement.

ARTICLE	PROPOSAL
VIII.B.1	Include the Assoc. Provost as a member of the Promotion and Tenure Committee, which recommends to the President. The President will review all cases and make recommendations to the Board of Trustees.
VIII.D.1	Faculty shall be required to include student evaluations in their P&T dossier following the guidelines approved by the UAPC.
VIII.D.2.d	Require faculty to include external evaluations of scholarly work.
VIII.L	Add language requiring every faculty member at the rank of Assoc. Prof or higher to undergo a professional assessment every six years. Criteria for this assessment will follow the criteria set out for Promotion and Tenure - quality of teaching, scholarship, and value. Departments will determine the specific criteria needed to receive a high commendation. Such criteria will be submitted to the Provost for approval. Departmental evaluations will then go to the dean, who will consider the evaluation of the department before issuing his/her evaluation of the faculty member. The dean will recommend a special assessment for those faculty not meeting the criteria set forth by the department.
VIII.M	Add language that allows for a special assessment when the department, dean or Provost believes there are problems with a member's performance of duty.
XII.B	Eliminate language that requires a program director for each program housed within a graduate department and provides a one course release/semester.
XIII	Eliminate this article and substitute language that creates a faculty senate making recommendations to the Provost and President.
XVI.C.1	Allow for reappointment with deficiencies in consecutive years.
XVI.C.4-5	Severance/notice levels reduced for non-reappointment. Staff shall receive either notice or severance e in lieu of notice at the discretion of the University, depending on the number of successful reappointments completed as of the date of the notice of non-reappointment as follows:  One (1), two (2), or three (3) successful reappointments: three (3) months. Four (4) or five (5) successful reappointments: six (6) months. Six (6) or seven (7) successful reappointments: twelve (12) months.
XVII	Eliminate all references to seniority, preferred, and priority status for adjunct faculty and librarians.
XVII.A.1	Adjuncts shall be assigned to available courses depending upon the department chairperson's determination of credentials, experience, and teaching effectiveness. When the chair determines that adjuncts have similar credentials, experience and teaching effectiveness, the chair shall recommend for appointment the person with the greatest length of service in the department.
XVII.A.2	Require yearly evaluation of all adjuncts using the guidelines approved by the UAPC.
XVIII.B	Eliminate language requiring deans to inform the faculty and AAUP if s/he elects to read the student evaluations of the faculty. Also, eliminate language

ARTICLE	PROPOSAL
	stating that evaluations only are considered to be for developmental purposes.
XXIV.F	Remove reference to secretarial staffing levels comparable to those in 2001-2002.
XXVII.B.4	Eliminate language allowing departments submit workload with the maximum and minimum numbers of students permitted or required in particular courses.
XXVII.C	Eliminate language prohibiting the Dean from changing the maximum number of students allowed in a section from the existing practice for that course.
XXVII.F	Limit all full-time faculty to just one overload/semester for a total of 15 credits. Bargaining unit members may teach no more than six (6) credits in a six (6) week summer session and no more than three (3) credits in a three (3) week summer session or J-term. Faculty receiving a course release in either the fall or the spring semester may not have an overload.
XXVII.J	Return the normal teaching workload for full-time teaching faculty to a maximum of twelve (12) contact hours/semester and twenty-four (24) contact hours/year. A pool of research reassigned time will be available each academic year to provide research opportunities to the faculty.
XXVII.J	Eliminate language requiring the University to provide 1/3 credit for graduate students in undergraduate courses who are required to do additional work for graduate credit.
XXVII.J	Eliminate language requiring faculty to receive twice the number of credits assigned to a course if a course with an enrollment of more than 16 students has an additional ten (10) students or a course with an enrollment of sixteen (16) or fewer students has an additional five (5) students.
XXVII.L	Eliminate the limit on the number of different courses taught by faculty, with the exception of new faculty.
XXVII.O.1	Change the calculation to reflect the ratio of all courses taught by full-time faculty to all courses taught by part-time faculty.
XXVII.O.2	Eliminate language requiring the University to have at least one faculty member in any programs with 25 majors.
XXVII.O.3	Eliminate language requiring the University to create full-time faculty lines to strengthen the full-time faculty.
XXVIII.D	The work year for full-time library faculty will be twelve months. All full-time librarians shall be entitled to 22 working days of vacation each calendar year accrued at the rate of 1.83 days per calendar month of service. Current library faculty with more than one year of service will receive 22 days of vacation at the beginning of the contract.
XXIX.A.3	Faculty will be required to hold one hour office hour each week for every course taught.
XXXI.B.2	No paid research leaves for contract years 2017-2018 and 2018-2019. Thereafter, no more than eight (8) paid research leaves per year with no more than one per department at any one time.

ARTICLE	PROPOSAL
XXXI.B.3	Condition for research leave includes priority given to those proposals that focus on the development of grant proposals for external funding.
XXXI.B.4	Faculty are limited to one leave (research or developmental) per seven-year period.
XXXI.C.2	No paid developmental leaves for contract years 2017-2018 and 2018-2019. Thereafter, no more than two (2) developmental leaves per year with no more than one per department at any one time.
XXXI.C.3	Condition for development leave includes priority given to those proposals that focus on the development of grant proposals for external funding or projects that focus on improving student success.
XXXI.C.4	Faculty are limited to one leave (research or developmental) per seven-year period.
XXXI.E.2	No summer research fellowships for contract years 2017-2018 and 2018-2019. Thereafter, no more than twenty-five (25) summer research fellowships with a stipend of \$5,000 per fellowship.
XXXI.E.3	Condition for research fellowships includes priority given to those proposals that focus on the development of grant proposals for external funding.
XXXI.E.12	Add language that states tenure-track faculty are assured a minimum of one summer fellowship (research or developmental) during the six year probationary period.
XXXI.F.2	No developmental leaves in contract years 2017-2018 and 2018-2019. Thereafter, no more than eight (8) summer developmental fellowships with a stipend of \$5,000 per fellowship.
XXXI.F.3	Condition for developmental fellowships include that priority will be given to those proposals that focus on the development of grant proposals for external funding or projects that focus on improving student success.
XXXI.F.12	Add language that states tenure-track faculty are assured a minimum of one summer fellowship (research or developmental) during the six year probationary period.
XXXI.G.1.a	No travel reimbursement for contract years 2017-2018 and 2018-2019. Thereafter, full-time faculty recipients will be limited to a total of \$1,800 per year. The University will provide no more than \$180,000 per year for all bargaining unit travel.
XXXI.G.1.d	Add language that requires prior approval or booking of reimbursable travel.
XXXII.D.4	Change language such that online course maximum enrollments are determined by the dean.
XXXIV.A.1	Wage freeze in contract years 2017-2018 and 2018-2019.
XXXIV.A.2	Establish new minimum base salaries to: Term Faculty I & Instructor - \$55,000 Term Faculty II & Asst. Prof I - \$65,600 Asst. Prof II - \$70,600 Assoc. Prof - \$77,700 Prof - \$99,800 For Head Coaches/Trainers:



ARTICLE	PROPOSAL
	<p>Athletic 1 - \$60,000  Athletic 2 - \$68,000  Athletic 3 - \$80,000  For Assistant Coaches/Trainers:  Athletic 1 - \$52,000  Athletic 2 - \$60,000  Athletic 3 - \$72,000.</p> <p>Employees hired prior to September 1, 2017 at a salary above the rank minimum will receive the promotion bonus outlined in Article XXXIV.A.5. Employees hired prior to September 1, 2017 with a salary at the rank minimum will receive the following increases:</p> <p>Faculty promoted from Asst. Prof. I to Asst. Prof II will receive an increase to base of \$4,500;  Faculty promoted from Assistant Prof II to Assoc. Prof will receive an increase to base of \$6,500; and f  Faculty promoted from Assoc. Prof to Full Prof will receive an increase to base of \$10,000.</p>
XXXIV.A.4.b.i	All adjuncts will receive \$4,000 per three-hour undergraduate and graduate course with courses carrying differing contact hours compensated proportionately. Eliminate \$200 per course bonus to full-time faculty teaching in the summer.
XXXIV.A.7	Eliminate overtime rates for Librarians working late and weekend hours.
XXXIV.A.8	The University may modify benefits in the future for bargaining unit employees on notice to the Union but without negotiation, provided it discussed such changes with the AAUP and makes the same changes for all other employees.
XXXIV.B	Changes to plan documents may be made by the University after consultation with the AAUP.
XXXIV.B.2.b	Establish bargaining unit members contributions to medical coverage consistent with all other employee groups.
XXXIV.B.4.b	Eliminate the \$550 contribution to the Bene-Save Flexible spending account.
XXXIV.B.7	Reduce the University's contribution to the pension plan for bargaining unit members from 8.5% to 5%, consistent with all other employee groups.
XXXIV.B.8	Eliminate benefits to priority adjuncts.
XXXIV.B.10	Eliminate provision for individual purchase of health insurance.
XXXIV.B.13	Eliminate external tuition remission.
Appendix A	Plan design changes to 90/70 PPO option and HMO option. See Attachment 1.

## INDEX OF ATTACHMENTS

**Attachment 1      Value of University Savings Proposals**

The table on page 1 shows the value of the University's initial savings proposals, which total \$10.195 million.

**Attachment 2      Mercer Benefits Benchmarking**

This Mercer national benefits benchmarking data provides context for the University medical benefits proposals, which are in line with higher education benchmarks.

**Attachment 3      AY 2016 Peer Benchmarking: Full-time Faculty Costs, Total and Per FTE Student**

These include the summary and supporting material for the calculations of full-time faculty costs per student at Rider versus cross-admit institutions

**Attachment 4      AY 2017 Peer Benchmarking: Average Salary versus Regional Colleges and Universities**

**Attachment 5      AY 2017 Peer Benchmarking: Average Compensation versus Regional Colleges and Universities**

These detail the current academic year AAUP survey benchmark data versus regional peers, including salary and total compensation (wages and employer paid benefits).

**Value of University Savings Proposals**

**Attachment 1**

<b>Article/Sec Number</b>	<b>Estimated Annual Savings</b>	<b>Description</b>	
XXVII.J	\$1,976,000	Workload	
XXXIV.A.4.b.i	\$1,373,600	Adjunct/overload rate	
XXXIV.A.1	\$1,300,000	2 year wage freeze	
XXXIV.B.7	\$1,059,000	Pension at 5%	
XXXIV.B.13	\$988,000	External remission	
Appendix A	\$986,000	Medical benefits	<b>Note 1</b>
XXXIV.B.8	\$684,000	Priority adjunct medical	
XXXI.E.2	\$444,800	Summer research fellowships	
XXXIV.B.4.b	\$310,000	Benesave contributions	<b>Note 2</b>
XXXI.G.1.a	\$260,000	Travel reimbursement	
XXXII.D.4	\$250,000	Online course maximum	
XXXI.B.2	\$220,700	Research leaves	<b>Note 3</b>
XXXI.F.2	\$119,800	Summer development fellowship	<b>Note 3</b>
XXXIV.A.2	\$78,000	Revised rank minima	
XXXI.C.2	\$63,056	Development leaves	<b>Note 3</b>
XII.B	\$52,000	Program directors	
XXVIII.D	\$30,000	Library workload	
<b>Total</b>	<b>\$10,194,956</b>		

**Note 1:**

Changes include: in network deductibles of \$500 single/\$1,000 non-single; specialist copay \$40; emergency room copay \$100; out of network deductible for single at \$700; deductibles apply to prescriptions; brand- non formulary prescription copay \$50 at pharmacy, \$100 mail order; reasonable and customary percentile for out of network claims 85% for 100/80 plan, 80% for 90/70 plan; Value Plus pharmacy management protocol implementation; AAUP employee contributions consistent with all other employee groups.

**Note 2:**

Changes will apply to all employees and savings reflect that.

**Note 3:**

Savings diminish over time with restoration of professional development funding.

# COMPARISON TO BENCHMARKS – 100/80 AND 90/70 PLANS

Rider University	100/80 Plan	90/70 Plan	Higher Education 500+	Northeast 500+	National 500+
<b>Number of Survey Participants</b>			66	350	1,584
<b>In-Network</b>					
Deductible (Single / Family)	\$0 / \$0	\$0 / \$0	\$500 / \$1,000	\$500 / \$1,000	\$600 / \$1,500
Coinsurance	100%	90%	80%	80%	80%
Office Visit (PCP / Specialist)	\$25 / \$25	\$25 / \$25	\$25 / \$40	\$25 / \$40	\$25 / \$40
OOP Max (includes Deductible)	\$3,000 / \$9,000	\$1,500 / \$4,500	\$2,750 / \$6,000	\$3,000 / \$6,000	\$3,000 / \$6,600
Inpatient Hospital	Ded/Coin	Ded/Coin	Ded/Coin	Ded/Coin	Ded/Coin
Emergency Room	\$35 / \$100	\$35 / \$100	\$100	\$125	\$150
<b>Out-of-Network</b>					
Deductible (Single / Family)	\$300 / \$900	\$500 / \$1,500	\$700 / \$1,500	\$1,000 / \$2,000	\$1,200 / \$3,000
Coinsurance	80%	70%	70%	70%	60%
Office Visit (PCP / Specialist)	Ded/Coin	Ded/Coin	Ded/Coin	Ded/Coin	Ded/Coin
OOP Max (includes Deductible)	\$3,000 / \$9,000	\$3,000 / \$9,000	\$4,000 / \$8,250	\$4,800 / \$10,000	\$6,000 / \$12,000
Inpatient Hospital	Ded/Coin	Ded/Coin	Ded/Coin	Ded/Coin	Ded/Coin
Emergency Room	\$35 / \$100	\$35 / \$100	\$100	\$125	\$150
<b>Prescription Drugs</b>					
Annual Deductible	N/A	N/A	N/A	N/A	N/A
OOP Max	N/A	N/A	N/A	N/A	N/A
<b>Retail</b>					
Generic	\$5	\$10	\$11	\$11	\$11
Brand - Formulary	\$25	\$30	\$33	\$30	\$32
Brand - Non - Formulary	\$40	\$45	\$54	\$52	\$55
<b>Mail Order</b>					
Generic	\$10	\$20	\$22	\$20	\$22
Brand - Formulary	\$50	\$60	\$69	\$58	\$66
Brand - Non - Formulary	\$80	\$90	\$112	\$102	\$114
<b>Actuarial Value</b>	95.0%	92.8%	88.6%	88.5%	87.4%

- “Actuarial value” represents the average percentage of total charges that your health plan will cover. For example, the 90/70 plan covers an average of 92.8% of total costs, which means the other 7.2% is the member’s responsibility (through copays, deductibles, etc.). This number became important under the Affordable Care Act, which mandates that every employer offer a plan that has a value of at least 60%.

## COMPARISON TO BENCHMARKS – HMO

Rider University	2017 HMO Select	Higher Education 500+	Northeast 500+	National 500+
<b>Number of Survey Participants</b>		<b>66</b>	<b>350</b>	<b>1,584</b>
<b>In-Network</b>				
Deductible (Single / Family)	\$0 / \$0	\$0 / \$0	\$0 / \$0	\$0 / \$0
Deductible required	No	28%	45%	38%
Office Visit (PCP / Specialist)	\$25 / \$25	\$20 / \$40	\$25 / \$40	\$20 / \$40
Coinsurance required	No	13%	21%	34%
Coinsurance	100%	100%	100%	100%
Inpatient Hospital	\$200	\$300	\$250	\$250
Emergency Room	\$100	\$100	\$100	\$100
<b>Prescription Drugs</b>				
Annual Deductible	N/A	N/A	N/A	N/A
OOP Max	N/A	N/A	N/A	N/A
<b>Retail</b>				
Generic	\$10	\$11	\$11	\$11
Brand - Formulary	\$30	\$33	\$30	\$32
Brand - Non - Formulary	\$45	\$54	\$52	\$55
<b>Mail Order</b>				
Generic	\$20	\$22	\$20	\$22
Brand - Formulary	\$60	\$69	\$58	\$66
Brand - Non - Formulary	\$90	\$112	\$102	\$114
<b>Actuarial Value</b>	<b>91.9%</b>	<b>91.1%</b>	<b>91.0%</b>	<b>91.2%</b>

**Full-time Faculty Costs, Total and per FTE Student- SUMMARY**  
**Academic Year 2015-2016**

**Attachment 3**

<b>Institution</b>	<b>FT Faculty</b>	<b>FTE Enrollment</b>	<b>FTE per FT Faculty</b>	<b>Full-time Faculty Compensation*</b>	<b>Compensation Cost per FTE Student</b>
Montclair	554	17,615	31.8	\$72,857,100	\$4,136
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Peer Average (unweighted) \$5,202

Rider > Peer Average \$2,434

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\* Compensation includes wages and University paid benefits

**Full-time Faculty Costs, Total and per FTE Student- DETAIL**  
**Academic Year 2015-2016**

Public Institution
Private Institution

Rider University					
	Total #	Average Salary	Total Salary	Average Comp	Total Comp
Full	99	\$117,500	\$11,632,500	\$152,600	\$15,107,400
Associate	93	\$104,500	\$9,718,500	\$138,900	\$12,917,700
Assistant	53	\$81,600	\$4,324,800	\$109,000	\$5,777,000
Instructor	0	0	\$0	0	\$0
<b>Total</b>	<b>245</b>		<b>\$25,675,800</b>		<b>\$33,802,100</b>
	<i>calculated</i>	\$104,799		\$137,968	
	<i>per survey</i>	\$104,900		\$137,900	
FTE Enrollment	4427				
\$ Per FTE Student			\$5,800		\$7,635
FTE Students per FT Faculty	18.1				

Rider vs. Monmouth	1224				\$7,657,200
	Headcount				Total compensation

Monmouth University					
	Total #	Average Salary	Total Salary	Average Comp	Total Average Comp
Full	43	\$118,400	\$5,091,200	\$159,600	\$6,862,800
Associate	92	\$98,000	\$9,016,000	\$133,600	\$12,291,200
Assistant	59	\$70,100	\$4,135,900	\$95,100	\$5,610,900
Instructor	20	\$54,500	\$1,090,000	\$69,000	\$1,380,000
<b>Total</b>	<b>214</b>		<b>\$19,333,100</b>		<b>\$26,144,900</b>
	<i>calculated</i>	\$90,342		\$122,172	
	<i>per survey</i>	\$83,900		\$114,100	
FTE Enrollment	5651				
\$ Per FTE		\$	3,421		\$ 4,627
FTE Students per FT Faculty	26.4				
Rider vs. Peer	Per FTE %		170%		165%
	Per FTE \$		\$2,379		\$3,009

Fairleigh Dickinson University					
	Total #	Average Salary	Total Salary	Average Comp	Total Average Comp
Full	94	\$102,000	\$9,588,000	\$139,600	\$13,122,400
Associate	78	\$82,500	\$6,435,000	\$112,600	\$8,782,800
Assistant	104	\$74,800	\$7,779,200	\$96,600	\$10,046,400
Instructor	3	\$70,059	\$210,177	\$83,300	\$249,900
<b>Total</b>	<b>279</b>		<b>\$24,012,377</b>		<b>\$32,201,500</b>
	<i>calculated</i>	\$86,066		\$115,418	
	<i>per survey</i>	\$80,700		\$109,000	
FTE Enrollment	5758				
\$ Per FTE		\$	4,170		\$ 5,592
FTE Students per FT Faculty	20.6				
Rider vs. Peer	Per FTE %		139%		137%
	Per FTE \$		\$1,630		\$2,043

St. Joseph's					
	Total #	Average Salary	Total Salary	Average Comp	Total Average Comp
Full	68	\$120,200	\$8,173,600	\$162,500	\$11,050,000
Associate	96	\$94,600	\$9,081,600	\$130,800	\$12,556,800
Assistant	82	\$84,500	\$6,929,000	\$112,200	\$9,200,400
Instructor	0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>246</b>		<b>\$24,184,200</b>		<b>\$32,807,200</b>
	<i>calculated</i>	\$91,200		\$123,600	
	<i>per survey</i>	\$91,200		\$123,600	
FTE Enrollment	6502				
\$ Per FTE		\$	3,720		\$ 5,046
FTE Students per FT Faculty	26.4				
Rider vs. Peer	Per FTE %		156%		151%
	Per FTE \$		\$2,080		\$2,590

Stockton College					
	Total #	Average Salary	Total Salary	Average Comp	Total Average Comp
Full	67	\$122,200	\$8,187,400	\$172,800	\$11,577,600
Associate	131	\$92,900	\$12,169,900	\$131,500	\$17,226,500
Assistant	99	\$71,700	\$7,098,300	\$100,600	\$9,959,400
Instructor	14	\$68,800	\$963,200	\$94,300	\$1,320,200
<b>Total</b>	<b>311</b>		<b>\$28,418,800</b>		<b>\$40,083,700</b>
	<i>calculated</i>	\$91,379		\$128,886	
	<i>per survey</i>	\$91,400		\$128,900	
FTE Enrollment	8080				
\$ Per FTE			\$3,517		\$4,961
FTE Students per FT Facu	26.0				
Rider vs. Peer	Per FTE %		165%		154%
	Per FTE \$		\$2,283		\$2,675

Montclair University					
	Total #	Average Salary	Total Salary	Average Comp	Total Average Comp
Full	170	\$125,500	\$21,335,000	\$161,400	\$27,438,000
Associate	246	\$98,900	\$24,329,400	\$129,400	\$31,832,400
Assistant	129	\$76,700	\$9,894,300	\$100,900	\$13,016,100
Instructor	9	\$46,700	\$420,300	\$63,400	\$570,600
<b>Total</b>	<b>554</b>		<b>\$55,979,000</b>		<b>\$72,857,100</b>
	<i>calculated</i>	\$101,045		\$131,511	
	<i>per survey</i>	\$101,100		\$131,600	
FTE Enrollment	17615				
\$ Per FTE			\$3,178		\$4,136
FTE Students per FT Facu	31.8				
Rider vs. Peer	Per FTE %		183%		185%
	Per FTE \$		\$2,622		\$3,499

The College of New Jersey					
	Total #	Average Salary	Total Salary	Average Comp	Total Average Comp
Full	98	\$119,300	\$11,691,400	\$165,400	\$16,209,200
Associate	147	\$95,800	\$14,082,600	\$132,800	\$19,521,600
Assistant	106	\$79,100	\$8,384,600	\$109,600	\$11,617,600
Instructor	4	\$74,400	\$297,600	\$103,100	\$412,400
<b>Total</b>	<b>355</b>		<b>\$34,456,200</b>		<b>\$47,760,800</b>
	<i>calculated</i>	\$97,060		\$134,537	
	<i>per survey</i>	\$97,100		\$134,500	
FTE Enrollment	6974				
\$ Per FTE		\$	4,941		\$ 6,848
FTE Students per FT Facu	19.6				
Rider vs. Peer	Per FTE %		117%		111%
	Per FTE \$		\$859		\$787

**NOTES:**

This is the most recent year that both enrollment and compensation data is available.

FTE Enrollment Source: IPEDS fall 2015 Full-time equivalent enrollment (DRVEF2015)  
 Faculty Compensation Source: AAUP 2016 Salary Survey Appendix I

Seton Hall and Rowan did not participate in the AAUP Survey in this year.  
 Rutgers is excluded because doctoral programs skew the averages and Rider offers no doctoral programs.

Where survey averages differ from calculated averages, reason is rounding, or institutions have lecturers or no rank full-time faculty that reduce the averages.

## 2016/17 Average Salary, Rider versus Regional Colleges and Universities

	Mid- Atlantic <sup>1</sup>		Rider		
	Baccalaureate	Masters	All Faculty	versus Regional Masters	
	All Faculty	All Faculty		\$	\$
	N=60	N=72			
Professor	99,954	104,168	117,500	13,332	113%
Associate	77,865	83,108	102,700	19,592	124%
Assistant	65,823	70,224	83,100	12,876	118%
Instructor	55,975	58,533	n/a	n/a	n/a
Lecturer	58,384	59,869	n/a	n/a	n/a
No Rank	59,620	61,060	n/a	n/a	n/a
Weighted Avg.	<b>78,298</b>	<b>82,327</b>	<b>103,888</b>	<b>21,561</b>	<b>126%</b>

**Source:** The AAUP's *The Annual Report on the Economic Status of the Profession, 2016-17* (Survey Table 4)

**Notes:**

1 Mid-Atlantic= New Jersey, New York, Pennsylvania; includes public and private institutions



## 2016/17 Average Compensation, Rider versus Regional Colleges and Universities

	Mid- Atlantic <sup>1</sup>		Rider		
	Baccalaureate All Faculty N=60	Masters All Faculty N=72	All Faculty \$	Masters \$	%
Professor	131,784	136,652	152,300	15,648	111%
Associate	104,930	112,050	132,500	20,450	118%
Assistant	87,721	95,222	107,500	12,278	113%
Instructor	74,955	81,441	n/a	n/a	n/a
Lecturer	78,258	86,130	n/a	n/a	n/a
No Rank	76,277	66,907	n/a	n/a	n/a
WTD AVG	<b>103,102</b>	<b>110,151</b>	<b>134,360</b>	<b>24,209</b>	<b>122%</b>

**Source:** The AAUP's *The Annual Report on the Economic Status of the Profession, 2016-17* (Survey Table 5)

**Notes:**

**1** Mid-Atlantic= New Jersey, New York, Pennsylvania; includes public and private institutions