The institution’s full-time equivalent (FTE) employee limitation decreased by 4.7 percent to 589.0 FTEs in fiscal year 2020 compared with fiscal year 2019. As of August 31, 2020, 45.0 FTEs were administrator positions. The institution’s 1,344.4 total FTEs represents an increase of 57.5 (4.5 percent) in the total number of FTEs since fiscal year 2016.

In fiscal year 2020, 55.4 percent of FTEs were paid from non-appropriated funds. This was an increase of 8.0 percent in FTEs paid from non-appropriated funds since fiscal year 2016. Only FTEs paid from appropriated funds counted toward the FTE limitation.

In fiscal year 2020, the total turnover rate for the institution was 14.8 percent. This was lower than in fiscal year 2019, when the total turnover rate was 16.6 percent. The turnover rate in fiscal year 2020 for administrators (14.6 percent) was higher than in fiscal year 2019, turnover for faculty positions (12.4 percent) was lower than in fiscal year 2019, and turnover for staff positions (17.4 percent) was higher than in fiscal year 2019.

Involuntary Separations
Voluntary Separations
Retirements
Total Separations

**Employee Turnover**

In fiscal year 2020, the total turnover rate for the institution was 14.8 percent. This was lower than in fiscal year 2019, when the total turnover rate was 16.6 percent. The turnover rate in fiscal year 2020 for administrators (14.6 percent) was higher than in fiscal year 2019, turnover for faculty positions (12.4 percent) was lower than in fiscal year 2019, and turnover for staff positions (17.4 percent) was higher than in fiscal year 2019.

**Full-Time Equivalent (FTE) Employees**

The institution’s full-time equivalent (FTE) employee limitation decreased by 4.7 percent to 589.0 FTEs in fiscal year 2020 compared with fiscal year 2019. As of August 31, 2020, 45.0 FTEs were administrator positions. The institution’s 1,344.4 total FTEs represents an increase of 57.5 (4.5 percent) in the total number of FTEs since fiscal year 2016.

In fiscal year 2020, 55.4 percent of FTEs were paid from non-appropriated funds. This was an increase of 8.0 percent in FTEs paid from non-appropriated funds since fiscal year 2016. Only FTEs paid from appropriated funds counted toward the FTE limitation.

**FTEs Below/Above FTE Limitation**

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE Limitation</td>
<td>565.0</td>
<td>565.0</td>
<td>618.2</td>
<td>618.2</td>
<td>589.0</td>
</tr>
<tr>
<td>Number Below or Above Limitation</td>
<td>+32.3</td>
<td>+31.0</td>
<td>-27.6</td>
<td>-15.0</td>
<td>+10.6</td>
</tr>
<tr>
<td>Percent Below or Above Limitation</td>
<td>+5.7%</td>
<td>+5.5%</td>
<td>-4.5%</td>
<td>-2.4%</td>
<td>+1.8%</td>
</tr>
</tbody>
</table>

**Employee Turnover**

In fiscal year 2020, the total turnover rate for the institution was 14.8 percent. This was lower than in fiscal year 2019, when the total turnover rate was 16.6 percent. The turnover rate in fiscal year 2020 for administrators (14.6 percent) was higher than in fiscal year 2019, turnover for faculty positions (12.4 percent) was lower than in fiscal year 2019, and turnover for staff positions (17.4 percent) was higher than in fiscal year 2019.
Compared with the average salaries in fiscal year 2019, the average salary for staff employees decreased by 12.0 percent, and for administrators it decreased by 6.6 percent. Compared with fiscal year 2016, salary and benefits expenditures increased by 11.4 percent.

In fiscal year 2020, the president’s salary was $370,000. This salary increased from fiscal year 2019, when the president’s salary was $365,000.

Of the institution’s administrators, 96.4 percent were 40 years old or older, and of the institution’s staff employees, 55.2 percent were 40 years old or older. The average length of employment at the institution for administrators was 11.6 years, and for staff employees it was 6.1 years.

Effective fiscal year 2016, Texas Government Code, Section 657.004, sets for higher education institutions a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of institution employees.

In fiscal year 2020, the institution’s total percent of veterans employed was lower than the statewide average and had decreased since fiscal year 2019.

In fiscal year 2020, 52.8 percent of faculty FTEs with teaching responsibility were tenured or tenure-track.

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**Salary and Benefits Expenditures (in Millions)**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Administrator</th>
<th>Faculty</th>
<th>Total (Salary and Benefits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$143,291</td>
<td>$425,651</td>
<td>$568,942</td>
</tr>
<tr>
<td>2017</td>
<td>$137,283</td>
<td>$47,380</td>
<td>$184,663</td>
</tr>
<tr>
<td>2018</td>
<td>$144,500</td>
<td>$51,253</td>
<td>$245,753</td>
</tr>
<tr>
<td>2019</td>
<td>$145,902</td>
<td>$50,043</td>
<td>$245,945</td>
</tr>
<tr>
<td>2020</td>
<td>$146,200</td>
<td>$48,993</td>
<td>$245,193</td>
</tr>
</tbody>
</table>

**Number and Dollars Spent on Merit Increases**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Number of Merits</th>
<th>Dollars Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>33</td>
<td>$85,047</td>
</tr>
<tr>
<td>2020</td>
<td>347</td>
<td>$296,235</td>
</tr>
<tr>
<td>2020</td>
<td>488</td>
<td>$353,084</td>
</tr>
<tr>
<td>Totals</td>
<td>868</td>
<td>$734,366</td>
</tr>
</tbody>
</table>

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**Veteran Employment**

- **In fiscal year 2020, the institution reported that it did not award administrator, faculty, or staff merit increases.**

**Fiscal Year 2020 Workforce Demographics and Veteran Employment**

The average length of employment at the institution for administrators was 11.6 years, and for staff employees it was 6.1 years.

Effective fiscal year 2016, Texas Government Code, Section 657.004, sets for higher education institutions a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of institution employees.

In fiscal year 2020, the institution’s total percent of veterans employed was lower than the statewide average and had decreased since fiscal year 2019.

In fiscal year 2020, 52.8 percent of faculty FTEs with teaching responsibility were tenured or tenure-track.

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**Gender: Administrator, Faculty, and Staff**

- **53.1%** Administrator (Female), 46.9% Administrator (Male)
- **51.0%** Faculty (Female), 49.0% Faculty (Male)
- **67.1%** Staff (Female), 32.9% Staff (Male)

**Ethnicity: Administrator, Faculty, and Staff**

- **White** Administrator: 79.2%, Faculty: 78.9%, Staff: 83.1%
- **Black** Administrator: 3.1%, Faculty: 4.1%, Staff: 3.6%
- **Hispanic** Administrator: 9.9%, Faculty: 6.6%, Staff: 8.2%
- **Asian** Administrator: 3.6%, Faculty: 5.4%, Staff: 2.0%
- **Other** Administrator: 4.2%, Faculty: 5.0%, Staff: 3.1%

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**Compensation Information**

- **In January 2021**
- **Source:** State Auditor's Office

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**Salary and Benefits Expenditures (in Millions)**

Includes Only Appropriated Funds

**Salary Expenditures**

- Administrator: $143,291
- Faculty: $425,651
- Staff: $568,942

**Benefits Expenditures**

- Administrator: $42,5
- Faculty: $43,9
- Staff: $60,6

**Total (Salary and Benefits)**

- Administrator: $184,762
- Faculty: $469,580
- Staff: $639,588

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**Number and Dollars Spent on Merit Increases**

**Fiscal Year 2019**

- Administrator: 33
- Faculty: 347
- Staff: 488

**Fiscal Year 2020**

- Administrator: $85,047
- Faculty: $296,235
- Staff: $353,084

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**Veteran Employment**

- **In fiscal year 2020, the institution reported that it did not award administrator, faculty, or staff merit increases.**

---

**Gender: Administrator, Faculty, and Staff**

- **53.1%** Administrator (Female), 46.9% Administrator (Male)
- **51.0%** Faculty (Female), 49.0% Faculty (Male)
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---

**Ethnicity: Administrator, Faculty, and Staff**

- **White** Administrator: 79.2%, Faculty: 78.9%, Staff: 83.1%
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**Source:** State Auditor’s Office

**713 - Tarleton State University**

January 2021