FALL 2016 STAFFING REPORT

Contents

INTRODUCTION

The University of Northern Colorado fall staffing report will be available annually beginning Fall 2016. The purpose of this annual report is to provide data which allow us to monitor macro-level staffing patterns to ensure that staffing outcomes align with our strategic nine Core Plans (see Appendix A), which include academic program growth and development, enrollment, student success and diversity and inclusion.

The primary source of the headcount data is UNC's annual Integrated Postsecondary Education Data System (IPEDS) staffing report, which is a snapshot of faculty and staff on November 1 of each year. It should be noted that headcounts reported are based on filled positions as of November 1, so timing of vacancies contributes to some headcount variances from year to year. Positions are designated as full-time or part-time using the CUPA definition of full-time as .75 FTE or higher. Additional data comes from UNC's annual staffing plans and financial statements.

Definitions of key terms and a list of data sources are in Appendix A.

FIFTEEN-YEAR OVERVIEW

The report begins with a longitudinal look at staffing to provide context for the five-year trends that will be discussed in detail. As shown in Table 1, over the past 15 years, faculty headcount has increased by 177 (28%) and staff headcount has increased by 177 (23%) for a total employee headcount increase of 354 (26%). As noted earlier, headcount numbers are based on filled positions as of November 1, so timing of vacancies contributes to some headcount variance for point-in-time data from year to year.

In the early 2000s the state of Colorado was reducing higher education funding. In fiscal year 2000-01, per-student state funding for UNC was $4,641. By 2005-06 it had declined to $3,384. To adjust to reduced funding levels, the university engaged in a multiyear effort to cut costs. This is reflected in Table 1, which shows relatively flat employee levels from 2001-02 (the first year of available data) through 2005-06.

By the late 2000s and early 2010s, it became clear that changes to the higher education environment – fewer high school graduates nationally, reduced state funding, and increased compliance and accountability – were long-term shifts. We began developing the systemic, multiyear approach to strategic planning that includes the nine Core Plans and ongoing efforts to identify sustainable cost savings, which later led to the Five-year Fiscal Sustainability Plan. This planning/implementation process is thoroughly discussed in UNC's January 2015 Self-study Report presented to the Higher Learning Commission (http://www.unco.edu/hlc/unc_hlc_report.pdf).

As the higher education landscape grew increasingly competitive, we also recognized that in order to grow enrollment, we must renew UNC's focus on quality, develop new programs, and reach out to new markets. This focus is reflected in the investments in faculty and staff despite declining enrollment in the mid-2010s, shown in Figure 1. This is discussed further in the next section.

Table 1: 15-year Employee Headcount Trends

Fiscal Year	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty Headcount (Filled Positions as of November 1)															
Full-time	434	439	425	425	400	446	438	458	488	498	492	483	504	490	485
Part-time	188	164	141	168	205	188	223	179	206	217	191	254	260	280	314
Sub-Total	**622**	**603**	**566**	**593**	**605**	**634**	**661**	**637**	**694**	**715**	**683**	**737**	**764**	**770**	**799**
Staff Headcount (Filled Positions as of November 1)															
Full-time	614	568	667	646	688	761	770	816	796*	850	813	839	865	867	882
Part-time	150	131	92	89	96	77	78	82	84	75	72	60	57	65	59
Sub-Total	**764**	**699**	**759**	**735**	**784**	**838**	**848**	**898**	**880***	**925**	**885**	**899**	**922**	**932**	**941**
Total	**1,386**	**1,302**	**1,325**	**1,328**	**1,389**	**1,472**	**1,509**	**1,535**	**1,574***	**1,640**	**1,568**	**1,636**	**1,686**	**1,702**	**1,740**

*These numbers have been corrected from the IPEDS report. UNC reported 880 full-time staff to IPEDS, which erroneously duplicated the 84 part-time. Source: IPEDS

Figure 1: 15-year Employee and Student Headcount Trends
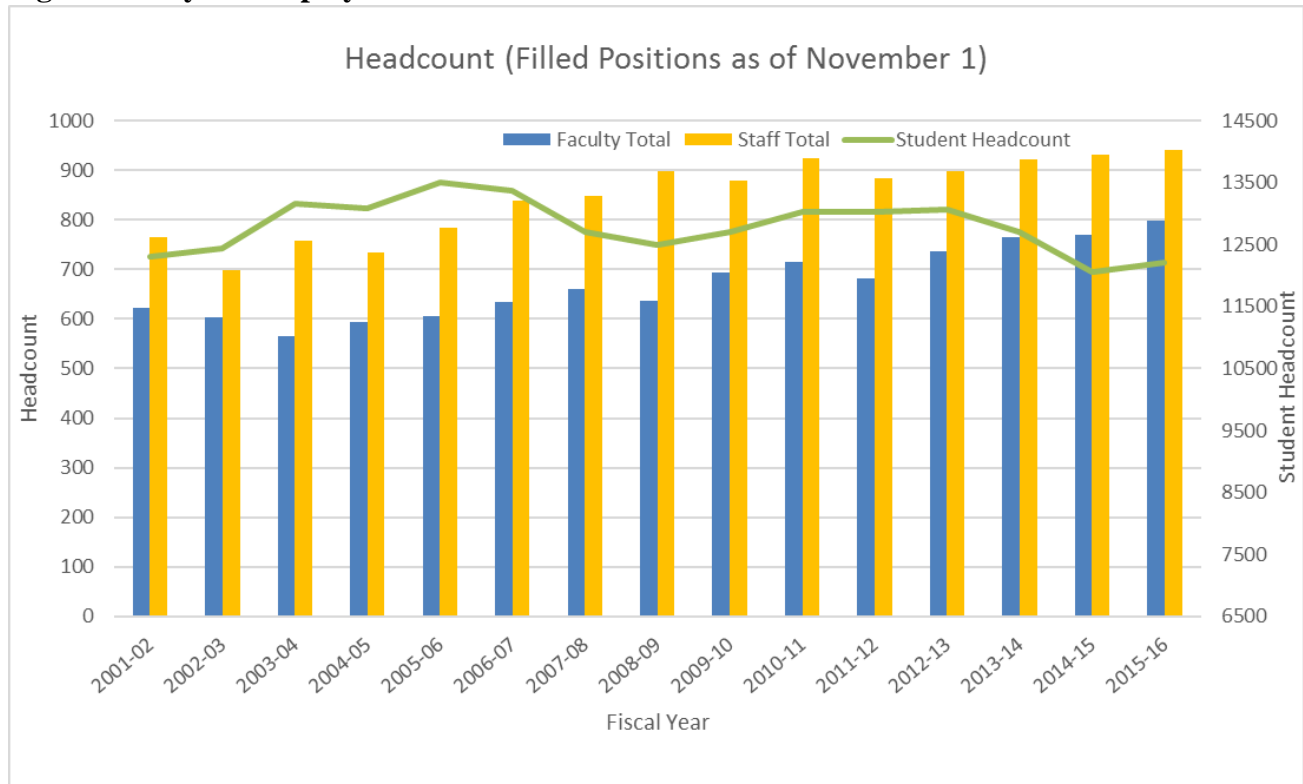
Source: IPEDS

FIVE-YEAR STAFFING AND SALARY TRENDS

In support of UNC's efforts to focus on quality, new program development and reaching new markets in order to grow enrollment we made significant shifts in our approaches to both staffing and compensation in the early 2010s.

Staffing to Support University Priorities

As part of our response to state funding reductions, we instituted a staff-only hiring freeze from February through December of 2011. The purpose of the freeze was twofold: 1) to generate one-time savings from vacant positions and 2) to allow time to develop an ongoing process for reexamining staffing needs from a university-wide perspective before filling vacancies. This was the origin of the staffing plan process now in use.

The priorities in the nine Core Plans drive the staffing plan process, which takes a multiyear, university-wide perspective. The process examines how proposed staffing will advance goals, evidence of need, scope of impact (e.g., whether the benefit will extend beyond the unit), other potential ways to address the need and the worst-case-scenario if the hire is not made. This ensures that we give thought to whether functions supported by a position are duplicated in another unit and/or whether they might be more effectively delivered by another unit.

Each position on the staffing plan is categorized as Continue, Change, Hold, Eliminate or New. An explanation of these categories is below:

- Continue – The position is currently occupied, the incumbent is expected to remain in the position through next fiscal year, and no change in title, duties, FTE or salary (beyond any increase from the compensation pool) is anticipated.
- Change – There is a proposed change in title, duties, FTE, salary (beyond any increase from the compensation pool) or tenure status (contract renewable to tenure track only) for the incumbent or a planned rehire.
- Hold – The position is currently vacant or is anticipated to be vacant before the start of the next fiscal year and will remain vacant for the entire fiscal year.
- Eliminate – The position will be eliminated before the start of the next fiscal year.
- New – The position currently does not exist and does not have a position number. This may be a new position proposed in a previous year that was put on Hold at that time.

Vacated positions are not automatically targeted for elimination. For example, if a faculty position becomes vacant, it is categorized as Continue if there will be a search to fill it within a year based on enrollment and majors in the program. If there are reasons to delay the hire (e.g., upcoming programmatic changes) the position is placed on Hold, which flags it for reconsideration in the future.

The IPEDS staffing count does not account for all positions in the staffing plan because IPEDS only counts positions that are filled on November 1 each year. Table 2 shows the IPEDS staffing count as well as positions approved to be filled and those that are on hold.

Table 2: Faculty and Staff Position Counts as of November 1

Fiscal Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Five-year Change
Filled Positions Reported to IPEDS							
Full-time Faculty	498	492	483	504	490	485	-3%
Part-time Faculty	217	191	254	260	280	314	45%
Sub-Total Faculty	**715**	**683**	**737**	**764**	**770**	**799**	**12%**
Full-time Staff	850	813	839	865	867	882	4%
Part-time Staff	75	72	60	57	65	59	-21%
Sub-Total Staff	**925**	**885**	**899**	**922**	**932**	**941**	**2%**
Total Filled	**1,640**	**1,568**	**1,636**	**1,686**	**1,702**	**1,740**	**6%**
Vacant Positions Funded and Approved to be Filled							
Full-time Faculty	24	24	26	27	24	36	50%
Part-time Faculty	Part-time Adjunct Faculty do not have positions unless active and filled						
Sub-Total Faculty	**24**	**24**	**26**	**27**	**24**	**36**	**50%**
Full-time Staff	57	99	81	64	83	77	35%
Part-time Staff	9	10	7	5	7	16	77%
Sub-Total Staff	**66**	**109**	**88**	**69**	**90**	**93**	**41%**
Total Vacant	**90**	**133**	**114**	**96**	**114**	**129**	**43%**
Positions on Hold Pending Programmatic Discussions							
Full-time Faculty	n/a[a]	n/a	n/a	15	29	29	n/a
Part-time Faculty	Part-time Adjunct Faculty do not have positions unless active and filled						
Sub-Total Faculty				**15**	**29**	**29**	**n/a**
Full-time Staff	n/a	n/a	n/a	23	25	19	n/a
Part-time Staff	n/a	n/a	n/a	0	0	0	n/a
Sub-Total Staff	**n/a**	**n/a**	**n/a**	**23**	**25**	**19**	**n/a**
Total Held	**n/a**	**n/a**	**n/a**	**38**	**54**	**48**	**n/a**

[a] n/a- data not available, Source: IPEDS and UNC Staffing Plans

Compensation to Recruit and Retain Talented Faculty and Staff

Both employee counts and compensation levels affect total salary expense. In addition to the 2011 staff-only hiring freeze described above, UNC froze faculty and staff salaries for 2009-10, 2010-11 and 2011-12 to generate short-term savings to help build reserves to be used in the event of further state funding cuts.

By 2012 the salary freeze had begun to have a corrosive effect on faculty and staff recruitment and retention, which led to the development of the Compensation Identity that is one of UNC's nine Core Plans. The Compensation Identity states that UNC will base compensation decisions on three principles:

1. To fulfill our promise of transformative education to students, we must be competitive in the local and national markets for talented faculty and staff.

2. We will be forthright with current and prospective employees about where we fit in the market so they can make informed career decisions
3. We will address compensation considerations as a central component of the budget process rather than as an afterthought.

When we instituted the Compensation Identity in the spring of 2012, we set a goal to move UNC's average faculty salary and average exempt staff salary to 90% of the average at identified peer institutions by fiscal year 2015-16. There were 5% faculty and exempt staff salary pools in 2012-13 and 2013-14 and 3% pools in 2014-15 and 2015-16.[1] These salary increases took faculty salaries from 82.7% of peers to 90.0% of peers and exempt salaries from 76.0% of peers to 86.8% of peers, as shown in Table 3. Details about average faculty and staff salaries in comparison to peers is available in the Compensation Identity Plan update distributed each spring; a peer comparison for fiscal year 2016-17 will be available in Spring 2017.

Table 3: Average UNC Salaries Compared to Peer Average

	Base Year	FY2012-13	FY2013-14	FY2014-15	FY2015- 16
Faculty	82.7%	89.1%	87.9%	89.5%	90.0%
Staff	76.0%	75.4%	86.3%	87.7%	86.8%

Another influence on the five-year trend for actual salary expenditure is the Five-year Fiscal Sustainability Plan, which sets forth the intention of no net growth in staffing as measured by overall salary. There is an exception for faculty in programs where growth exceeds capacity as well as for a limited number of staff positions to address Campus Commons operations (e.g., custodial staff) which are listed in the fiscal sustainability plan.

As shown in Table 4, in fiscal year 2015-16 actual faculty salary expense was $44.4 million, a 22% increase from five years ago. Fiscal year 2015-16 actual exempt and classified salary expense was $47.3 million, a 14% increase from five year ago. Total fiscal year 2015-16 salary expenses, including graduate assistants, teaching assistants, student workers and temporary employees were $109.4 million. Expenses shown in Table 4 do not include fringe benefits.

Table 4: Total Actual Faculty and Staff Salary Expense

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty Salaries*	$ 36,310,841	$ 37,362,635	$ 39,996,664	$ 42,874,021	$ 43,865,574	$ 44,431,228
					Five-year Change	22%
Staff Salaries**	$ 41,465,527	$ 40,017,432	$ 42,224,315	$ 44,693,270	$ 46,474,754	$ 47,326,202
					Five-year Change	14%
Grad & Teach Asst	$ 7,698,225	$ 8,798,100	$ 9,387,361	$ 9,801,063	$ 9,842,578	$ 10,339,684
Students & Other	$ 7,204,593	$ 7,511,439	$ 7,222,429	$ 7,333,594	$ 7,236,325	$ 7,322,741
Total Salaries	**$ 92,679,186**	**$ 93,689,606**	**$ 98,830,769**	**$ 104,701,948**	**$ 107,419,231**	**$ 109,419,855**

*Faculty salaries for the entire university, including research grants etc., full- and part-time, adjunct, summer, interim, overload, stipends for chairs and directors, personal service agreements (PSAs).

**Staff salaries for the entire university, including research grants, etc., exempt, classified, full- and part-time, overtime, shift differential, stipends, personal service agreements (PSAs), non-base building increases. Source: Annual Financial Reports

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[1] Classified staff raises are directed by the State of Colorado, in FY2012-13 a 3% one-time performance incentive payment was given for classified staff who met performance expectations, for FY2013-14 increases ranged from 2.6% to 4.4%, 2.0% to 4.5% for FY2014-15 and 1.0%-2.0% for FY15-16.

To further compare UNC's compensation expenditures to other institutions', Table 5 shows total salaries and fringe benefits as a percent of operating revenue. UNC's personnel as a percent of revenue is the lowest among our peers for the most recent two years reported by IPEDS. For fiscal year 2015-16 UNC's personnel as a percent of revenue is 71%. Table 5 includes all peers for which data are available. More detailed information for these universities, such as salaries without fringe and the breakdown of faculty versus staff salaries, is not readily available.

Table 5: Personnel as a Percent of Revenue for Peer Institutions

Fiscal Year	2011-12	2012-13
University of Northern Colorado	64%	67%
Bowling Green State University	88%	87%
Indiana University of Pennsylvania	74%	75%
Northern Arizona University	76%	75%
Illinois State University	86%	90%
Ball State University	65%	69%
Northern Illinois University	90%	95%
University of North Carolina- Greensboro	77%	77%

Source: IPEDS and University Websites

NET STAFFING AND SALARY CHANGES BY YEAR

This section includes details of funded faculty and staff positions, including change in net positions and a summary of changes, and the related actual salary expenses for the most recent two years (fiscal years 2014-15 and 2015-16).

As previously noted, IPEDS counts only filled positions as of November 1; vacant or held positions are not included. However, even if a position is not counted by IPEDS because it is vacant on November 1, if the position is filled at any other time during the fiscal year, its actual salary expense is included in UNC's total actual salary expenses for the year.

Faculty Positions and Actual Salary Expense

In fiscal year 2014-15 there were 794 funded faculty positions, an increase of three positions from the prior year; this includes 770 positions reported to IPEDS and 24 positions that were vacant November 1. In fiscal year 2015-16 there were 835 funded faculty positions, an increase of 41 positions from the prior year; this includes 799 positions reported to IPEDS and 36 positions that were vacant November 1. Table 6 shows the calculation of net new positions.

Table 6: Net Change in Faculty Positions

	2014-15			2015-16		
	Filled (IPEDS)	Vacant	Total	Filled (IPEDS)	Vacant	Total
Full-time	490	24	514	485	36	521
Part-time	280	0	280	314	0	314
Total Positions	**770**	**24**	**794**	**799**	**36**	**835**
Less Prior Year	(764)	(27)	(791)	(770)	(24)	(794)
Net New	**6**	**-3**	**3**	**29**	**12**	**41**

Source: IPEDS and UNC Staffing Plans

Net new faculty positions are the result of many line item changes including the effect of the staffing plan (creation of new positions, funding and filling previously held positions, elimination of certain temporary positions, etc.) and changes in adjunct faculty that are not reflected in the staffing plan. Table 7 summarizes these changes in funded full- and part-time faculty for 2014-15 as compared to 2013-14, and Table 8 summarizes changes for 2015-16 as compared to 2014-15.

Table 7: Summary of Changes in 2014-15 Full- and Part-time Faculty

2014-15 Faculty		
Full-time Faculty	Significant changes are summarized below	
	5 New faculty positions were added including: • A contract renewable lecturer in Sociology • A contract renewable lecturer in Political Science • A contract renewable assistant professor in Special Education • A tenure-track assistant professor in Hispanic Studies • A tenure track assistant professor in Science	**514**
	18 vacant or newly proposed positions were placed on Hold	
	Other changes included the elimination of 2 contract renewable positions, the elimination of 2 grant-funded positions	
Part-time Faculty	**Funded Part-time faculty positions increased by 20**	**280**
Total Faculty Positions		**794**

Table 8: Summary of Changes in 2015-16 Full- and Part-time Faculty

2015-16 Faculty		
Full-time Faculty	Significant changes are summarized below	
	3 New Positions were added from held positions including: • A contract renewable assistant professor in Psychology • A contract renewable lecturer for an Americanist in English Language and Literature • A tenure-track assistant professor in Computer Information Systems	**521**
	4 Library positions were converted from adjunct/part-time status	
	11 vacant or newly proposed positions were placed on Hold	
	Other changes included the elimination of 9 contract renewable positions and the elimination of 2 previously held positions	
Part-time Faculty	**Funded Part-time faculty positions increased by 34**. The majority of the part-time faculty growth was in HSS. Further analysis reveals a higher than usual level of transitional retirements and medical leave issues in HSS during the 2015-16 reporting period, resulting in the use of part-time faculty to backfill in both circumstances.	**314**
Total Faculty Positions		**835**

Table 9 and Table 10 show total actual faculty salary expenses by year. For 2014-15, the total faculty salary expense of $43.9 million was an increase of just under $1 million from the prior year. This included a 3% average salary increase, and other changes such as variance in adjunct expenditures and differences in the salaries of new hires as compared to incumbents resulted in little net change. In 2015-16, total faculty salary expense increased just under $0.5 million, to $44.4 million. This included a 3% average salary increase, and other changes such as variance is adjunct expenditures, differences in the salaries of new hires as compared to incumbents resulted in a decrease of $0.5 million.

Table 9: Total Actual Salary Expenses for 2014-15

Faculty Salary Expense 2014-15		
Fiscal Year 2013-14 Salary Expense	$	42,874,021
3% salary increase	$	986,744
Net change in staffing plan positions, replacement of vacant faculty positions at a different salary than the incumbent, changes in adjunct and overload expenditures, variances in the number of vacant positions	$	4,809
Fiscal Year 2014-15 Salary Expense	**$**	**43,865,574**

Source: UNC Finance Office

Table 10: Total Actual Salary Expenses for 2015-16

Faculty Salary Expense 2015-16		
Fiscal Year 2014-15 Salary Expense	$	43,865,574
3% salary increase	$	1,053,306
Net change in staffing plan positions, replacement of vacant faculty positions at a different salary than the incumbent, changes in adjunct and overload expenditures, variances in the number of vacant positions	$	(487,652)
Fiscal Year 2015-16 Salary Expense	**$**	**44,431,228**

Source: UNC Finance Office

Staff Positions and Actual Salary Expense

In fiscal year 2014-15 there were 1,022 funded staff positions, an increase of 31 positions from the prior year; this includes 932 positions reported to IPEDS and 90 positions that were vacant November 1. In fiscal year 2015-16 there were 1,034 funded staff positions, an increase of 12 positions from the prior year; this includes 941positions reported to IPEDS and 93 positions that were vacant November 1. Table 11 shows the calculation of net new positions.

Table 11: Net Change in Staff Positions

	2014-15			2015-16		
	Filled (IPEDS)	**Vacant**	**Total**	**Filled (IPEDS)**	**Vacant**	**Total**
Full-time	867	83	950	882	77	959
Part-time	65	7	72	59	16	75
Total Positions	**932**	**90**	**1,022**	**941**	**93**	**1,034**
Less Prior Year	(922)	(69)	(991)	(932)	(90)	(1,022)
Net New	**10**	**21**	**31**	**9**	**3**	**12**

Net new staff positions are the result of many line item changes from the staffing plan as well as changes that are made during the year as positions become unexpectedly vacant. Table 12 summarizes these changes in funded full- and part-time staff for 2014-15 as compared to 2013-14, and Table 13 summarizes changes in funded full- and part-time staff for 2015-16 as compared to 2014-15. Changes are organized by federal Standard Occupational Codes (SOC), which are also used in IPEDS reporting.

Table 12: Summary of Changes in 2014-15 Exempt and Classified Staff Positions

Fiscal Year 2014-15 Total Filled and Vacant Staff Positions	Total
Librarians/Archivists	27
Other Education Services (includes academic and student support managers/directors and instructional technologists) **New Positions-4** 1. Compliance–1 new psn: assistant registrar 2. Student support–3 new psns: 1 Stryker leadership coord and 2 instructional design professional	61
Management (includes executives and higher level managers/directors)	82
Business/Financial Operations (includes operational positions in academic and student support areas and development) **New Positions-12** 1. Compliance–1 new psn: Title IX investigator 2. Financial aid counselors–2 new psns 3. Athletics–2 new staff directors and 3 conversions of GAs/temp employees to operations dirs who are not allowed to coach, but manage travel, budgets, etc. 4. Program directors/coord - 2 new psns: 1 assessment professional and 1 conference coord 5. Research- 1 conversion of admin support to grants & contracts psn 6. Fundraising – 1 new psn: alumni and development	135
Computer/Engineering/Social Science (incl. psychologists, laboratory, research workers)	90
Arts/Design/Media/Athletics/Legal/Social Service (includes marketing, communication, coaches and educational counselors/advisors) **New Positions-15** *Design/Media* 1. Marketing/Production–2 new positions: university relations *Athletics* 1. Assistant coaches–6 conversions of volunteers and GAs 2. Communications–1 conversion of GA/temp to video coord to staff new technology required by Big Sky Conference *Educational Counselors/Advisors* 1. Recruiting/Admissions–3 new psns: 1 recruitment coord, 2 enrollment coaches 2. Advising/Counseling–3 new psns: 2 academic advisors, 1 counseling psychologist	140
Healthcare (includes athletic trainers)	7
Service (includes grounds, custodial, dining, police and residence life)	209
Office/Administrative Support	206
Maintenance Operations (includes electrical, structural, pipe and mechanical trades)	43
Production/Transportation/Material Moving (includes plant operators and general labor)	22
Total Funded Staff Positions	**1,022**

Note: Standard Occupational Codes (SOC) codes were matched using the 2017 CUPA code crosswalk except for financial aid counselors, who are included in Business/Financial Operations as per preliminary 2018 SOC definitions

Table 13: Summary of Changes in 2015-16 Exempt and Classified Staff Positions

Fiscal Year 2015-16 Filled and Vacant Staff Positions	Total
Librarians/Archivists	28
Other Education Services (includes academic and student support managers/directors and instructional technologists) **New Positions-1** 1. Student support–1 new psn: teacher licensure officer	62
Management (includes executives and higher level managers/directors)	83

Business/Financial Operations
(includes operational positions in academic and student support areas and development)
New Positions-5
   1. Financial aid counselor–1 new psn
   2. Program directors/coordinators–3 new psns: 1 career services event coord, 1 director IDEA, 1 CETL faculty liaison
   3. Research–1 new psn: conversion of admin support to grants & contracts psns
	142

Computer/Engineering/Social Science (includes psychologists, laboratory and research workers)	89

Arts/Design/Media/Athletics/Legal/Social Service
(includes marketing, communication, coaches and educational counselors/advisors
New Positions-6
   Design/Media
   1. Marketing/Production–1 new psn: graduate school
   Athletics
   1. Assistant coaches–1 conversion of volunteer or GAs
   2. Communications–1 conversion of GA/temp employees to asst media relations psn
   Educational Counselors/Advisors
   1. Recruiting/Admissions–2 new psns: 1 admissions counselor, 1 recruiter
   2. Advising/Counseling–1 new psn: academic advisor
	149

Healthcare (includes athletic trainers)	6
Service (includes grounds, custodial, dining, police and residence life)	209
Office/Administrative Support	204
Maintenance Operations (includes electrical, structural, pipe and mechanical trades)	41
Production/Transportation/Material Moving (includes plant operators and general labor)	21
Total Funded Staff Positions	**1,034**

Note: Standard Occupational Codes (SOC) codes were matched using the 2017 CUPA code crosswalk except for financial aid counselors, who are included in Business/Financial Operations as per preliminary 2018 SOC definitions

Table 14 and Table 15 show total actual staff salary expenses by year. For 2014-15, total staff salary expense of $46.5 million was an increase of $1.8 million from the prior year. This included a 3% average salary increase totaling $0.7 million; and other changes such as the net staffing plan changes shown in Table 14 and variances in the number and length of position vacancies that resulted in a $1.1 million increase. In 2015-16, total staff salary expense increased by $0.8 million, to $47.3 million. This included a 3% average salary increase totaling almost $0.8 million and a $0.1 increase in other changes such as net staffing plan changes and variances in the number and length of position vacancies.

Table 14: Actual Staff Salary Expense

Staff Salary Expense 2014-15		
Fiscal Year 2013-14 Salary Expense	$	44,693,270
3% salary increase	$	730,922
Net changes in staffing plan positions, replacement of vacant positions at a different salary than the incumbent, variances in the number and length of vacancies	$	1,050,562
Fiscal Year 2014-15 Salary Expense	**$**	**46,474,754**

Table 15: Actual Staff Salary Expense for 2015-16

Staff Salary Expense 2015-16		
Fiscal Year 2014-15 Salary Expense	$	46,474,754
3% salary increase	$	750,668
Net changes in staffing plan positions, replacement of vacant positions at a different salary than the incumbent, variances in the number and length of vacancies	$	100,780
Fiscal Year 2015-16 Salary Expense	**$**	**47,326,202**

ADDITIONAL DEMOGRAPHIC INFORMATION

Race and Ethnicity

UNC strives to be a welcoming and inclusive campus. The Equity and Diversity Plan is one of our nine Core Plans, and fiscal year 2016-17 included a reorganization with a new Vice President for Campus Community and Climate. With regard to overall university staffing we are attentive to the need for faculty and staff who reflect the diversity of our students.

IPEDS gathers race and ethnicity data using the current federal categories. Of note are changes to the way race and ethnicity data is collected. Prior to 2010 the federal reporting categories allowed an individual to select one of the following race categories: American Indian or Alaska Native, Asian or Pacific Islander, Black (non-Hispanic), Hispanic and White (non-Hispanic). Beginning in 2010 federal reporting questions first ask if an individual is Hispanic/Latino. Only after answering that question can the individual select one or more of the following race categories: American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander (a new category), or White. Additionally, individuals have the option to choose more than one race for federal reporting.

It is also important to note that beginning with the November 1, 2012 reporting date, IPEDS stopped collecting race and ethnicity data on part-time employees, so you will note a drop of 52 total employees of color in that reporting.

Tables 16 and 17 provide faculty and staff (exempt and classified) data by race and ethnicity.

Table 16: Faculty of Color

Fiscal Year	Full- and Part-time		Only Full-time*			
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Men	27	30	36	39	31	28
Women	24	25	26	35	27	32
Total	**51**	**55**	**62**	**74**	**58**	**60**
% of All Faculty	**7%**	**8%**	**13%**	**15%**	**12%**	**12%**

*IPEDS began collecting only full-time employee data in Fiscal Year 2012-13. Source: IPEDS

Table 17: Staff of Color

Fiscal Year	Full- and Part-time		Only Full-time*			
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Men	112	131	117	117	132	117
Women	137	148	110	122	120	141
Total	**249**	**279**	**227**	**239**	**252**	**258**
% of All Staff	**27%**	**32%**	**27%**	**28%**	**29%**	**29%**

*IPEDS began collecting only full-time employee data in 2012-13. Source: IPEDS

Faculty by College

Staffing plan requests for faculty positions are developed within each college and presented by the Deans to the Provost for further discussion. Instructional resources are aligned with program characteristics (e.g., enrollment trends, new degrees or new mode of delivery in development) and Program Review discussion (if applicable). As with all positions, the discussion about instructional needs takes into consideration evidence of need, scope of impact, exploration of other potential ways to address the need, and worst-case-scenario if the hire is not made. The data presented in Table 18 are based on IPEDS data, so they include only filled positions as of November 1.

Table 18: Faculty by College (2013-2015)

Fiscal Year	2013-14			2014-15			2015-16		
College	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Education and Behavioral Sciences	103	104	**207**	96	115	**211**	98	105	**203**
Humanities and Social Sciences	129	40	**169**	121	40	**161**	111	60	**171**
Monfort College of Business	36	12	**48**	36	14	**50**	33	13	**46**
Natural & Health Sciences	145	60	**205**	140	67	**207**	146	75	**221**
Performing and Visual Arts	71	36	**107**	77	31	**108**	80	34	**114**
University College	1	0	**1**	2	0	**2**	2	0	**2**
Library	19	3	**22**	16	6	**22**	15	7	**22**
Split among colleges	0	5	**5**	2	7	**9**	0	20	**20**
Total	**504**	**260**	**764**	**490**	**280**	**770**	**485**	**314**	**799**

Source: IRAS

Appendix A

Key Definitions

Employee	For purposes of this report employees excludes students and temporary staff.
Staff	Includes classified and exempt employees. For the past 10 years UNC has routinely converted classified positions to exempt positions.
Exempt	Employees who are not faculty and are not part of the state employee classification system.
Faculty	Employees with instructional positions.
Classified	Employees in positions governed by the state classification system.
Salary Expense	Actual salaries paid and accruals required by generally accepted accounting principles (e.g., salaries paid on July 1, 2016 are included in the salary expense for the fiscal year ending June 30, 2016). Includes faculty, exempt, classified, graduate and teaching assistants, students and temporary staff.
Standard Occupational Codes	An employment classification system established by the federal government to enable comparison across data sets.

Data Sources:

1. Integrated Postsecondary Education Data System (IPEDS), http://nces.ed.gov/ipeds/
2. UNC Annual Financial Reports
3. UNC Staffing Plans fiscal years 2013-14 through 2015-16

University-wide Planning

The **Strategic Framework** is the foundation for all of UNC's planning work. As illustrated by the Venn diagram (on right), our vision is to provide students with opportunities for transformative education by focusing on the intersections among academics, research and community.

UNC's approach to planning is **entrepreneurial**, **multiyear**, and based in **systems thinking**. Our planning process includes multiyear direction setting and priority setting; annual identification and implementation of action steps; and evaluation of both the planning process and its outcomes.

Entrepreneurial

At UNC, we have defined planning as an ongoing, iterative process of taking control of our own future in order to fulfill UNC's mission and our shared vision for the University.

Multiyear

We have two types of multiyear plans: **core plans** and **support plans**. Core plans articulate aspirations and action steps for the nine areas that comprise the core mission and function of the University. Building on the directions and priorities in the core plans, support plans articulate aspirations and action steps for major University-wide support efforts.

Systems-based

To facilitate a systems approach, all of our planning work considers the following eight key system elements:

- UNC Mission & Identity
- Cost of Attendance
- Cost-saving Innovations
- Other Operating Costs
- External Funding
- Capital
- Compensation
- Reserves Strategy

While these eight elements are not of equal importance, each has a bearing on our ability to fulfill the vision articulated by the Strategic Framework. In the diagram on the right, a plan's color indicates only the Key System Element with which the plan is primarily associated; there is significant overlap among the plans and elements.

UNC Strategic Framework

Multiyear Planning
Nine Core Plans

Five Support Plans

Annual Implementation

We operationalize the multiyear plans through UNC's annual action plans and budgets that address:

- Student recruitment and success
- Pricing and discounting
- Staffing
- Capital projects
- Information management and technology
- Marketing and communication
- Fundraising
- Operations of campus units

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