



## MEMO

TO: Campus Leaders  
 FROM: Leo Welch, Acting Provost and Senior Vice President for Academic Affairs  
 Michelle Quinn, Senior Vice President and Chief Financial Officer  
 DATE: January 29, 2018  
 RE: Fall 2017 Staffing Report

Attached is UNC's second annual Staffing Report prepared by the Human Resources Office. The report pulls together data from IPEDS reports, staffing plans, and financial documents in an effort to be more transparent about staffing trends.

The report includes 15-year and five-year trend data that have been updated to include last fiscal year (FY16-17) as well as more detailed information about how positions and expenditures changed from FY15-16 to FY16-17.

It is important to note that headcounts reported to IPEDS include only positions that are filled on November 1 each year. For information about the **total** number of positions, see Table 3 on page 5, which includes positions filled on November 1 as well as positions that were approved and funded but not yet filled. From FY15-16 to FY16-17, the total number of full-time faculty positions increased 1.3 percent, as did the total number of full-time staff positions. Also of note, the percentage of credit hours taught by full-time faculty remained at 65 percent from FY15-16 to FY16-17.

The number of full-time faculty relative to the number of full-time staff at UNC is similar to that at our NCHEMS peer institutions. The table below shows UNC staffing ratios relative to our NCHEMS peers, based on the most recent IPEDS data available. Going forward, we will include this chart in the annual Staffing Report.

**2016-17 Full-time Faculty and Staff to Student Ratios**

NCHEMS Peer	Student Headcount	FT Faculty to FT Staff	FT Faculty to Student	FT Staff to Student
<b>University of Northern Colorado</b>	<b>13,087</b>	<b>1:1.9</b>	<b>1:27.0</b>	<b>1:14.3</b>
Ball State University	21,998	1:2.1	1:21.7	1:10.4
Bowling Green State University	17,644	1:1.7	1:24.1	1:14.1
Illinois State University	21,039	1:2.4	1:23.9	1:9.8
Indiana University of Pennsylvania	12,971	1:1.4	1:23.3	1:16.3
Miami University@Oxford	19,697	1:2.2	1:20.1	1:9.0
Northern Arizona University	30,361	1:1.8	1:28.1	1:15.5
Northern Illinois University	19,015	1:2.7	1:22.9	1:8.5
SUNY Binghamton	17,292	1:2.1	1:25.0	1:11.6
University of North Carolina@Greensboro	19,647	1:2.1	1:24.9	1:12.0
University of North Texas	38,145	1:2.2	1:33.9	1:15.4
<b>NCHEMS Peer Average</b>	<b>21,781</b>	<b>1:2.1</b>	<b>1:24.8</b>	<b>1:12.2</b>

We encourage you to share this memo and report with your faculty and staff. The report is also available at [www.unco.edu/hr](http://www.unco.edu/hr).



# **FALL 2017 STAFFING REPORT**

**Prepared by Human Resources Office 1/29/18**

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## 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 that 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 on 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 come 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 187 (31%) and staff headcount has increased by 275 (39%), for a total employee headcount increase of 462 (35%). As noted earlier, headcount numbers are based on filled positions on November 1, so timing of vacancies contributes to some headcount variances 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 2002-03 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](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.

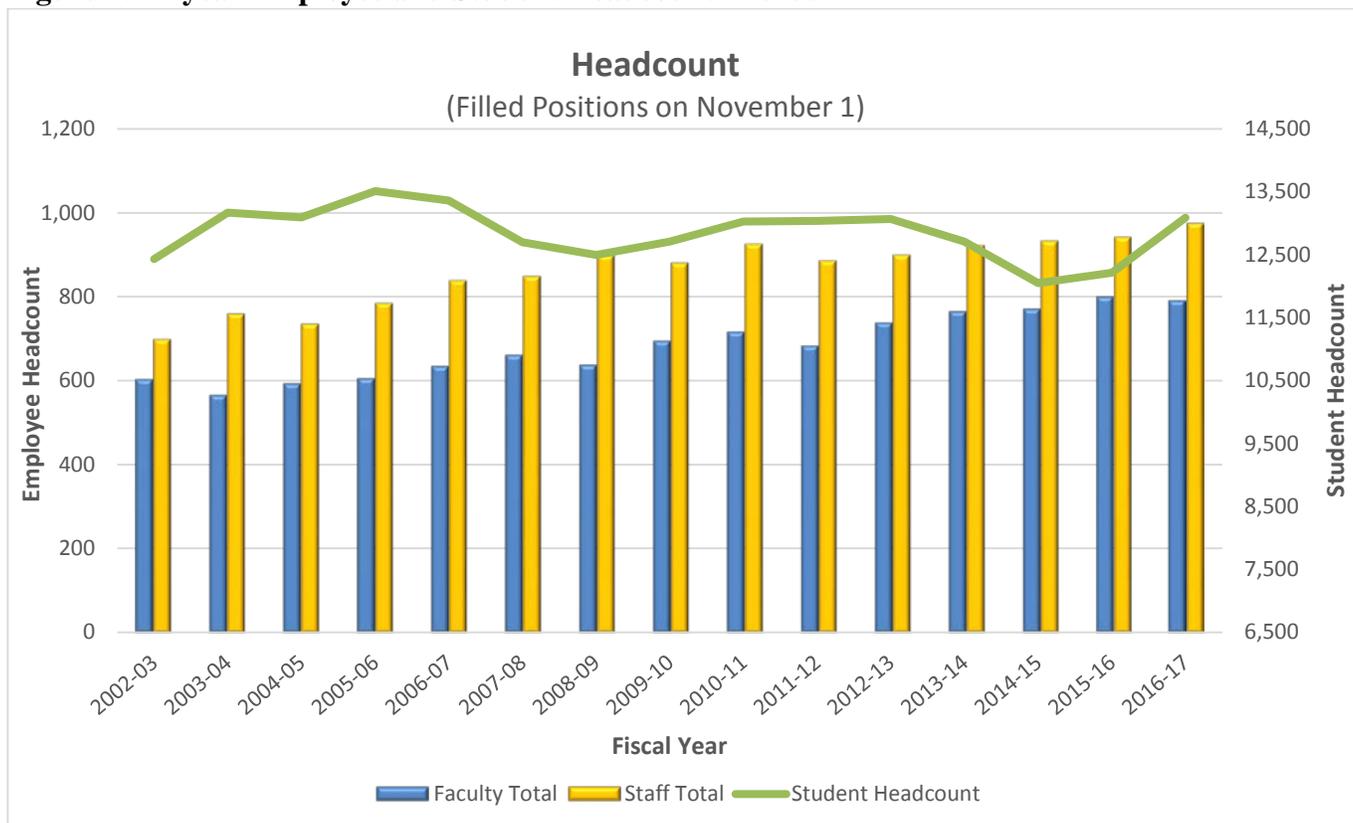
**Table 1: 15-year Employee Headcount Trends**

Fiscal Year	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	2016-17
<b>Faculty Headcount (Filled Positions on November 1)</b>															
Full-time	439	425	425	400	446	438	458	488	498	492	483	504	490	485	485
Part-time	164	141	168	205	188	223	179	206	217	191	254	260	280	314	305
<b>Sub-Total</b>	<b>603</b>	<b>566</b>	<b>593</b>	<b>605</b>	<b>634</b>	<b>661</b>	<b>637</b>	<b>694</b>	<b>715</b>	<b>683</b>	<b>737</b>	<b>764</b>	<b>770</b>	<b>799</b>	<b>790</b>
<b>Staff Headcount (Filled Positions on November 1)</b>															
Full-time	568	667	646	688	761	770	816	796*	850	813	839	865	867	882	916
Part-time	131	92	89	96	77	78	82	84	75	72	60	57	65	59	58
<b>Sub-Total</b>	<b>699</b>	<b>759</b>	<b>735</b>	<b>784</b>	<b>838</b>	<b>848</b>	<b>898</b>	<b>880*</b>	<b>925</b>	<b>885</b>	<b>899</b>	<b>922</b>	<b>932</b>	<b>941</b>	<b>974</b>
<b>Total</b>	<b>1,302</b>	<b>1,325</b>	<b>1,328</b>	<b>1,389</b>	<b>1,472</b>	<b>1,509</b>	<b>1,535</b>	<b>1,574*</b>	<b>1,640</b>	<b>1,568</b>	<b>1,636</b>	<b>1,686</b>	<b>1,702</b>	<b>1,740</b>	<b>1,764</b>

\*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

As shown in Table 2, in fiscal year 2016-17 actual faculty salary expense was \$46.2 million, a 49% increase from fiscal year 2005-06. Fiscal year 2016-17 actual exempt and classified salary expense was \$50.3 million, also a 49% increase from fiscal year 2005-06. Graduate and teaching assistant salary expenses were \$11.9 million in fiscal year 2016-17 for an increase of 169% in the same period. Total fiscal year 2016-17 salary expenses, including graduate assistants, teaching assistants, student workers, and temporary employees, were \$116.1 million. Expenses shown in Table 2 do not include fringe benefits.

**Table 2: 12-year Actual Salary Expense Trends – All Funds<sup>(a)</sup> (prior years are not available in this format)**

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
<b>Faculty Salaries</b>						
Regular <sup>(b)</sup>	\$ 26,101,881	\$ 27,532,257	\$ 29,590,496	\$ 31,440,711	\$ 32,314,634	\$ 27,048,624
Adjunct & Other <sup>(c)</sup>	4,911,607	3,461,374	4,210,819	4,292,299	4,172,118	9,262,217 <sup>(d)</sup>
<b>Total Faculty Salaries</b>	<b>\$ 31,013,488</b>	<b>\$ 30,993,631</b>	<b>\$ 33,801,315</b>	<b>\$ 35,733,010</b>	<b>\$ 36,486,752</b>	<b>\$ 36,310,841</b>
<b>Staff Salaries <sup>(e)</sup></b>	<b>\$ 33,845,220</b>	<b>\$ 35,310,391</b>	<b>\$ 37,782,477</b>	<b>\$ 41,087,077</b>	<b>\$ 41,630,463</b>	<b>\$ 41,465,527</b>
Grad & Teach Asst <sup>(f)</sup>	4,430,136	4,659,019	4,767,997	5,488,304	6,844,462	7,698,225
Students & Other	6,069,731	5,776,820	5,866,473	6,256,364	6,703,917	7,204,593
<b>Total Salaries</b>	<b>\$ 75,358,575</b>	<b>\$ 76,739,861</b>	<b>\$ 82,218,262</b>	<b>\$ 88,564,755</b>	<b>\$ 91,665,594</b>	<b>\$ 92,679,186</b>

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Faculty Salaries</b>						
Regular <sup>(b)</sup>	\$ 27,569,911	\$ 29,793,386	\$ 32,363,306	\$ 33,670,256	\$ 33,901,508	\$ 34,873,965
Adjunct & Other <sup>(c)</sup>	9,792,724	10,203,278	10,510,715	10,195,318	10,529,720	11,311,359
<b>Total Faculty Salaries</b>	<b>\$ 37,362,635</b>	<b>\$ 39,996,664</b>	<b>\$ 42,874,021</b>	<b>\$ 43,865,574</b>	<b>\$ 44,431,228</b>	<b>\$ 46,185,324</b>
<b>Staff Salaries <sup>(e)</sup></b>	<b>\$ 40,017,432</b>	<b>\$ 42,224,315</b>	<b>\$ 44,693,270</b>	<b>\$ 46,474,754</b>	<b>\$ 47,326,202</b>	<b>\$ 50,349,386</b>
Grad & Teach Asst <sup>(f)</sup>	8,798,100	9,387,361	9,801,063	9,842,578	10,339,684	11,898,909
Students & Other	7,511,439	7,222,429	7,333,594	7,236,325	7,322,741	7,664,190
<b>Total Salaries</b>	<b>\$ 93,689,606</b>	<b>\$ 98,830,769</b>	<b>\$104,701,948</b>	<b>\$107,419,231</b>	<b>\$109,419,855</b>	<b>\$116,097,809</b>

<sup>(a)</sup> All funds include operating, research grants, research incentives, innovation, multiyear, etc.

<sup>(b)</sup> Regular faculty salaries are for full- and part-time faculty with authorized positions for the academic year and include chair and director stipends.

<sup>(c)</sup> Adjunct and other faculty salaries include adjunct, summer, interim, overload, personal service agreements (PSAs) and other faculty salary expense.

<sup>(d)</sup> Prior to fiscal year 2010-11, adjunct salaries were included with part-time regular faculty salaries.

<sup>(e)</sup> Staff salaries include full- and part-time exempt and classified, overtime, shift differential, stipends, PSAs, non-base building increases and other exempt and classified salary expense.

<sup>(f)</sup> Graduate and teaching assistant expense includes stipends, tuition and fee assistance, and room and board scholarships.

Source: Annual Financial Reports

## 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 re-examining 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 only filled positions on November 1 of each year are reported to IPEDS. Table 3 shows the IPEDS staffing count as well as positions approved to be filled.

**Table 3: Faculty and Staff Position Counts on November 1**

Fiscal Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Five-year Change
<b>Faculty Positions</b>							
FT Faculty Filled	492	483	504	490	485	485	-1.4%
FT Faculty Vacant	24	26	27	24	36	43	79.2%
<b>Total FT Faculty</b>	<b>516</b>	<b>509</b>	<b>531</b>	<b>514</b>	<b>521</b>	<b>528</b>	<b>2.3%</b>
PT Faculty Filled	191	254	260	280	314	305	59.7%
PT Faculty Vacant	Part-time adjunct faculty do not have positions unless active and filled						
<b>Total PT Faculty</b>	<b>191</b>	<b>254</b>	<b>260</b>	<b>280</b>	<b>314</b>	<b>305</b>	<b>59.7%</b>
<b>Total Faculty</b>	<b>707</b>	<b>763</b>	<b>791</b>	<b>794</b>	<b>835</b>	<b>833</b>	<b>17.8%</b>
<b>Staff Positions</b>							
FT Staff Filled	813	839	865	867	882	916	12.7%
FT Staff Vacant	99	81	64	83	77	55	-44.4%
<b>Total FT Staff</b>	<b>912</b>	<b>920</b>	<b>929</b>	<b>950</b>	<b>959</b>	<b>971</b>	<b>6.5%</b>
PT Staff Filled	72	60	57	65	59	58	-19.4%
PT Staff Vacant	10	7	5	7	16	12	20.0%
<b>Total PT Staff</b>	<b>82</b>	<b>67</b>	<b>62</b>	<b>72</b>	<b>75</b>	<b>70</b>	<b>-14.6%</b>
<b>Total Staff</b>	<b>994</b>	<b>987</b>	<b>991</b>	<b>1,022</b>	<b>1,034</b>	<b>1,041</b>	<b>4.7%</b>
<b>Total Positions</b>	<b>1,701</b>	<b>1,750</b>	<b>1,782</b>	<b>1,816</b>	<b>1,869</b>	<b>1,874</b>	<b>10.2%</b>

Source: Filled positions reported to IPEDS; vacant positions approved and funded in 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 for use 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 2016-17. There were 5% faculty and exempt staff salary pools in 2012-13 and 2013-14 and 3% pools in 2014-15, 2015-16 and 2016-17. 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 for 2015-16, before declining to 87.0% and 80.9%, respectively, for 2016-17, as shown in Table 4. 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 2017-18 will be available in Spring 2018.

**Table 4: Average UNC Salaries Compared to Peer Average**

	<b>Base Year</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Faculty	82.7%	89.1%	87.9%	89.5%	90.0%	87.0%
Staff	76.0%	75.4%	86.3%	87.7%	86.8%	80.9%

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.

Table 5 presents a subset of Table 2 data that focuses on the five-year change in faculty and staff salaries. In fiscal year 2016-17, actual faculty salary expense was 24% higher than five years ago; exempt and classified salary expense was 26% higher.

**Table 5: Actual Faculty and Staff Salary Expense**

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Faculty Salaries</b>	\$37,362,635	\$39,996,664	\$42,874,021	\$43,865,574	\$44,431,228	\$46,185,324
<b>Five-year Change</b>						24%
<b>Adjunct Salaries</b>	\$4,978,572	\$5,072,230	\$4,926,275	\$4,847,022	\$4,992,429	\$5,339,881
<b>Five-year Change</b>						7%
<b>Staff Salaries</b>	\$40,017,432	\$42,224,315	\$44,693,270	\$46,474,754	\$47,326,202	\$50,349,385
<b>Five-year Change</b>						26%

## 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 three years (fiscal years 2014-15, 2015-16, and 2016-17).

As previously noted, only filled positions on November 1 are included in IPEDS counts; vacant or held positions are not included. However, even if a position is not counted for 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 on 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 on November 1. In fiscal year 2016-17 there were 833 funded positions, a decrease of 2 positions from the prior year; this includes 790 positions reported to IPEDS and 43 positions that were vacant on November 1. Table 6 shows the calculation of net new positions.

**Table 6: Net Change in Faculty Positions**

	2014-15			2015-16			2016-17		
	Filled (IPEDS)	Vacant	Total	Filled (IPEDS)	Vacant	Total	Filled (IPEDS)	Vacant	Total
Full-time	490	24	514	485	36	521	485	43	528
Part-time	280	0	280	314	0	314	305	0	305
<b>Total Positions</b>	<b>770</b>	<b>24</b>	<b>794</b>	<b>799</b>	<b>36</b>	<b>835</b>	<b>790</b>	<b>43</b>	<b>833</b>
Less Prior Year	(764)	(27)	(791)	(770)	(24)	(794)	(799)	(36)	(835)
<b>Net New</b>	<b>6</b>	<b>(3)</b>	<b>3</b>	<b>29</b>	<b>12</b>	<b>41</b>	<b>(9)</b>	<b>7</b>	<b>(2)</b>

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, Table 8 summarizes changes for 2015-16 as compared to 2014-15, and Table 9 summarizes changes for 2016-17 as compared to 2015-16.

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

2014-15 Faculty		
<b>Full-time Faculty</b>	<b>Significant changes are summarized below:</b>	<b>514</b>
	5 new positions were added: <ul style="list-style-type: none"> <li>• A contract renewable lecturer in Sociology</li> <li>• A contract renewable lecturer in Political Science</li> <li>• A contract renewable assistant professor in Special Education</li> <li>• A tenure-track assistant professor in Hispanic Studies</li> <li>• A tenure track assistant professor in Science</li> </ul>	
	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	
<b>Part-time Faculty</b>	<b>Funded part-time faculty positions increased by 20</b>	<b>280</b>
<b>Total Faculty Positions</b>		<b>794</b>

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

<b>2015-16 Faculty</b>		
<b>Full-time Faculty</b>	<b>Significant changes are summarized below:</b>	
	3 new positions were added from held positions: <ul style="list-style-type: none"> <li>• A contract renewable assistant professor in Psychology</li> <li>• A contract renewable lecturer for an Americanist in English Language and Literature</li> <li>• A tenure-track assistant professor in Computer Information Systems</li> </ul>	<b>521</b>
	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	
<b>Part-time Faculty</b>	<b>Funded part-time faculty positions increased by 34.</b> 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.	<b>314</b>
<b>Total Faculty Positions</b>		<b>835</b>

**Table 9: Summary of Changes in 2016-17 Full- and Part-time Faculty**

<b>2016-17 Faculty</b>		
<b>Full-time Faculty</b>	<b>Significant changes are summarized below:</b>	
	5 new positions were added from held positions: <ul style="list-style-type: none"> <li>• 1 contract renewable instructor in Philosophy</li> <li>• 1 tenured professor and 1 tenure track assistant professor in Accounting</li> <li>• 1 tenure track assistant professor in Music</li> <li>• 1 contract renewable lecturer in Chemistry</li> </ul>	<b>528</b>
	20 new positions were added: <ul style="list-style-type: none"> <li>• 2 tenure track assistant professors in ASLIS</li> <li>• 1 tenure track assistant professor and 1 tenure track associate professor in Biology</li> <li>• 1 contract renewable lecturer in Community Health</li> <li>• 1 tenure track assistant professor in Criminal Justice</li> <li>• 1 contract renewable instructor in Hispanic Studies</li> <li>• 1 tenure track assistant professor in Communication</li> <li>• 2 tenure track assistant professors in Leadership Policy &amp; Dev</li> <li>• 1 contract renewable assistant professor in Mathematics</li> <li>• 1 contract renewable lecturer in Modern Languages</li> <li>• 1 contract renewable assistant professor in Music</li> <li>• 1 contract renewable assistant professor in Urban Education</li> <li>• 1 tenure track assistant professor in First Year Seminars</li> <li>• 1 tenure track associate professor as director of DOIT</li> <li>• 2 contract renewable lecturers in Nursing</li> <li>• 2 tenure track assistant professors in Special Education</li> </ul>	

	2 new positions funded by grants were added including: <ul style="list-style-type: none"> <li>• 1 tenured professor in Special Education</li> <li>• 1 contract renewable assistant professor in Science Education</li> </ul>	
	12 vacant or newly proposed positions were placed on hold	
	Other changes included the elimination of 4 contract renewable and 5 tenured/tenure track positions and the elimination of 2 held positions	
<b>Part-time Faculty</b>	<b>Funded part-time faculty positions decreased by 9</b>	<b>305</b>
<b>Total Faculty Positions</b>		<b>833</b>

Tables 10, 11, and 12 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 \$1.0 million from the prior year. This included a 3% salary increase pool and other changes, such as variance in adjunct expenditures, differences in the salaries of new hires as compared to incumbents, and variances in the number of vacant positions. In 2015-16, total faculty salary expense increased just under \$0.5 million to \$44.4 million. This included a 3% salary increase pool and other changes. In 2016-17, total faculty salary expense increased a little under \$1.8 million to \$46.2 million. This included a 3% salary increase pool and other changes.

**Table 10: Total Actual Salary Expenses for 2014-15**

<b>Faculty Salary Expense 2014-15</b>	
Fiscal Year 2013-14 Salary Expense	\$ 42,874,021
3% salary increase pool	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
<b>Fiscal Year 2014-15 Salary Expense</b>	<b>\$ 43,865,574</b>

**Table 11: Total Actual Salary Expenses for 2015-16**

<b>Faculty Salary Expense 2015-16</b>	
Fiscal Year 2014-15 Salary Expense	\$ 43,865,574
3% salary increase pool	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)
<b>Fiscal Year 2015-16 Salary Expense</b>	<b>\$ 44,431,228</b>

**Table 12: Total Actual Salary Expenses for 2016-17**

<b>Faculty Salary Expense 2016-17</b>	
Fiscal Year 2015-16 Salary Expense	\$ 44,431,228
3% salary increase pool	1,055,623
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	698,473
<b>Fiscal Year 2016-17 Salary Expense</b>	<b>\$ 46,185,324</b>

***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 on 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 941 positions reported to IPEDS and 93 positions that were vacant on November 1. In fiscal year 2016-17 there were 1,041 funded staff positions, an increase of 7 positions from the prior year; this includes 974 reported to IPEDS and 67 positions that were vacant on November 1. Table 13 shows the calculation of net new positions.

**Table 13: Net Change in Staff Positions**

	2014-15			2015-16			2016-17		
	Filled (IPEDS)	Vacant	Total	Filled (IPEDS)	Vacant	Total	Filled (IPEDS)	Vacant	Total
Full-time	867	83	950	882	77	959	916	55	971
Part-time	65	7	72	59	16	75	58	12	70
<b>Total Positions</b>	<b>932</b>	<b>90</b>	<b>1,022</b>	<b>941</b>	<b>93</b>	<b>1,034</b>	<b>974</b>	<b>67</b>	<b>1,041</b>
Less Prior Year	(922)	(69)	(991)	(932)	(90)	(1,022)	(941)	(93)	(1,034)
<b>Net New</b>	<b>10</b>	<b>21</b>	<b>31</b>	<b>9</b>	<b>3</b>	<b>12</b>	<b>33</b>	<b>(26)</b>	<b>7</b>

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 vacant unexpectedly. Table 14 summarizes these changes in funded full- and part-time staff for 2014-15 as compared to 2013-14, Table 15 summarizes changes for 2015-16 as compared to 2014-15, and Table 16 summarizes changes for 2016-17 as compared to 2015-16. Changes are organized by federal Standard Occupational Codes (SOC), which are also used in IPEDS reporting.

**Table 14: 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)	61
<b>New Positions-4</b>	
1. Compliance–1 new psn: assistant registrar	
2. Student support–3 new psns: 1 Stryker leadership coord and 2 instructional design professional	
Management (includes executives and higher level managers/directors)	82
Business/Financial Operations (includes operational positions in academic and student support areas and development)	135
<b>New Positions-12</b>	
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	
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)	140
<b>New Positions-15</b> <i>Design/Media</i>	

1. Marketing/Production–2 new positions: university relations <i>Athletics</i>	
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	
<i>Educational Counselors/Advisors</i>	
1. Recruiting/Admissions–3 new psns: 1 recruitment coord, 2 enrollment coaches	
2. Advising/Counseling–3 new psns: 2 academic advisors, 1 counseling psychologist	
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
<b>Total Funded Staff Positions</b>	<b>1,022</b>

**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 15: Summary of Changes in 2015-16 Exempt and Classified Staff Positions**

<b>Fiscal Year 2015-16 Filled and Vacant Staff Positions</b>	<b>Total</b>
Librarians/Archivists	28
Other Education Services (includes academic and student support managers/directors and instructional technologists)	62
<b>New Positions-1</b>	
1. Student support–1 new psn: teacher licensure officer	
Management (includes executives and higher level managers/directors)	83
Business/Financial Operations (includes operational positions in academic and student support areas and development)	142
<b>New Positions-5</b>	
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 psn	
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)	149
<b>New Positions-6</b>	
<i>Design/Media</i>	
1. Marketing/Production–1 new psn: graduate school	
<i>Athletics</i>	
1. Assistant coaches–1 conversion of volunteer or GAs	
2. Communications–1 conversion of GA/temp employees to asst media relations psn	
<i>Educational Counselors/Advisors</i>	
1. Recruiting/Admissions–2 new psns: 1 admissions counselor, 1 recruiter	
2. Advising/Counseling–1 new psn: academic advisor	
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
<b>Total Funded Staff Positions</b>	<b>1,034</b>

**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 16: Summary of Changes in 2016-17 Exempt and Classified Staff Positions**

<b>Fiscal Year 2016-17 Filled and Vacant Staff Positions</b>	<b>Total</b>
Librarians/Archivists	28
Other Education Services (includes academic and student support managers/directors and instructional technologists) <b>New Positions-2</b> 1. Student support–2 new psns: GOAL coordinator; director GLBTA	58
Management (includes executives and higher level managers/directors) <b>New Positions-3</b> 1. Asst dean Graduate School; VP for Campus Community & Climate; chief conduct officer for Campus Community & Climate	84
Business/Financial Operations (includes operational positions in academic and student support areas and development) <b>New Positions-12</b> 1. Financial aid counselor–1 new psn 2. Program directors/coordinators–2 new psns: 1 grant project; 1 music retention/business 3. Athletics–2 new psns: 1 compliance; 1 operations 4. Development–5 new psns: 4 moved from Foundation; 1 asst dir annual giving 5. Conduct Officer Title IX–1 new psn 6. Clery compliance–1 new psn	151
Computer/Engineering/Social Science (includes psychologists, laboratory and research workers) <b>New Positions-6</b> 1. Research–3 new psns: non-student research/laboratory staff 2. Information technology–3 new psns: 1 Financial Aid; 2 IM&T	93
Arts/Design/Media/Athletics/Legal/Social Service (includes marketing, communication, coaches and educational counselors/advisors) <b>New Positions-7</b> <i>Design/Media</i> 1. Marketing/Communication–3 new psns: University Relations <i>Educational Counselors/Advisors</i> 1. Recruiting/Retention–3 new psns: 1 music; 1 international ed; 1 Asian ed 2. Student success–1 new psn: director of one stop +	156
Healthcare (includes athletic trainers)	5
Service (includes grounds, custodial, dining, police and residence life)	215
Office/Administrative Support	190
Maintenance Operations (includes electrical, structural, pipe and mechanical trades)	40
Production/Transportation/Material Moving (includes plant operators and general labor)	21
<b>Total Funded Staff Positions</b>	<b>1,041</b>

**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.

Tables 17, 18, and 19 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 an exempt 3% salary increase pool, a classified state-mandated 2.5% cost of living adjustment (COLA) and increases, and other changes, such as net staffing plan changes, different salaries for new hires, and variances in the number and length of vacant positions. In 2015-16, total staff salary expense increased by \$0.8 million to \$47.3 million. This included an exempt 3% salary increase pool, a classified state-mandated 1% COLA and other increases, and other changes. In 2016-17, total staff salary expense increased by \$3.0 million to \$50.3 million. This included an exempt 3% salary increase pool, a classified 2% non-base building salary increase, and other changes.

**Table 17: Actual Staff Salary Expense for 2014-15**

<b>Staff Salary Expense 2014-15</b>	
Fiscal Year 2013-14 Salary Expense	\$ 44,693,270
Exempt 3% salary increase pool	730,922
Classified state-mandated 2.5% COLA and other salary increases	723,206
Net changes in staffing plan positions, replacement of vacant positions at a different salary than the incumbent, variances in the number and length of vacant positions	327,356
<b>Fiscal Year 2014-15 Salary Expense</b>	<b>\$ 46,474,754</b>

**Table 18: Actual Staff Salary Expense for 2015-16**

<b>Staff Salary Expense 2015-16</b>	
Fiscal Year 2014-15 Salary Expense	\$ 46,474,754
Exempt 3% salary increase pool	750,668
Classified state-mandated 1% COLA and other salary increases	423,929
Net changes in staffing plan positions, replacement of vacant positions at a different salary than the incumbent, variances in the number and length of vacant positions	(323,149)
<b>Fiscal Year 2015-16 Salary Expense</b>	<b>\$ 47,326,202</b>

**Table 19: Actual Staff Salary Expense for 2016-17**

<b>Staff Salary Expense 2016-17</b>	
Fiscal Year 2015-16 Salary Expense	\$ 47,326,202
Exempt 3% salary increase pool	867,612
Classified 2% non-base building salary increases; 0% state-mandated	763,526
Net changes in staffing plan positions, replacement of vacant positions at a different salary than the incumbent, variances in the number and length of vacant positions	1,392,045
<b>Fiscal Year 2016-17 Salary Expense</b>	<b>\$ 50,349,385</b>

## 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 are 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, or 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, resulting in a drop of 45 total employees of color in that reporting.

Tables 20 and 21 provide faculty and staff (exempt and classified) data by race and ethnicity.

**Table 20: Faculty of Color**

Fiscal Year	Full- and Part-time		Only Full-time*				
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Men	27	30	36	39	31	28	30
Women	24	25	26	35	27	32	31
<b>Total</b>	<b>51</b>	<b>55</b>	<b>62</b>	<b>74</b>	<b>58</b>	<b>60</b>	<b>61</b>
<b>% of All Faculty</b>	<b>7%</b>	<b>8%</b>	<b>13%</b>	<b>15%</b>	<b>12%</b>	<b>12%</b>	<b>13%</b>

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

Source: IPEDS

**Table 21: Staff of Color**

Fiscal Year	Full- and Part-time		Only Full-time*				
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Men	112	131	117	117	132	117	116
Women	137	148	110	122	120	141	141
<b>Total</b>	<b>249</b>	<b>279</b>	<b>227</b>	<b>239</b>	<b>252</b>	<b>258</b>	<b>257</b>
<b>% of All Staff</b>	<b>27%</b>	<b>32%</b>	<b>27%</b>	<b>28%</b>	<b>29%</b>	<b>29%</b>	<b>28%</b>

\*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 on November 1.

**Table 18: Faculty by College**

<b>Fiscal Year</b>	<b>2013-14</b>			<b>2014-15</b>			<b>2015-16</b>			<b>2016-17</b>		
<b>College</b>	<b>Full-time</b>	<b>Part-time</b>	<b>Total</b>									
Education and Behavioral Sciences	103	104	<b>207</b>	96	115	<b>211</b>	98	105	<b>203</b>	96	116	<b>212</b>
Humanities and Social Sciences	129	40	<b>169</b>	121	40	<b>161</b>	111	60	<b>171</b>	116	43	<b>159</b>
Monfort College of Business	36	12	<b>48</b>	36	14	<b>50</b>	33	13	<b>46</b>	33	15	<b>48</b>
Natural & Health Sciences	145	60	<b>205</b>	140	67	<b>207</b>	146	75	<b>221</b>	152	67	<b>219</b>
Performing and Visual Arts	71	36	<b>107</b>	77	31	<b>108</b>	80	34	<b>114</b>	71	48	<b>119</b>
University College	1	0	<b>1</b>	2	0	<b>2</b>	2	0	<b>2</b>	2	0	<b>2</b>
Library	19	3	<b>22</b>	16	6	<b>22</b>	15	7	<b>22</b>	15	5	<b>20</b>
Split among colleges	0	5	<b>5</b>	2	7	<b>9</b>	0	20	<b>20</b>	0	11	<b>11</b>
<b>Total</b>	<b>504</b>	<b>260</b>	<b>764</b>	<b>490</b>	<b>280</b>	<b>770</b>	<b>485</b>	<b>314</b>	<b>799</b>	<b>485</b>	<b>305</b>	<b>790</b>

Source: IRAS

# Appendix A

## Key Definitions

Employee	For purposes of this report excludes students and temporary staff.
Staff	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. College and University Professional Association (CUPA) Annual Salary Surveys
3. UNC Annual Financial Reports
4. UNC Annual Staffing Plans
5. UNC Annual Compensation Plans

Attachment A



UNIVERSITY OF  
NORTHERN  
COLORADO

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
- External Funding
- Cost of Attendance
- Capital
- Cost-saving Innovations
- Compensation
- Other Operating Costs
- 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.

