University of Northern Colorado
FY 21 Talent & Workforce Report

Workforce data about University of Northern Colorado Employees

Marshall Parks
Human Resources Director

ABOUT THE REPORT

The Fiscal Year (FY) 20–21 University of Northern Colorado Workforce Report is issued by the Human Resources Department.

The report highlights workforce data about the university staff members, including demographics, new hire information, and compensation data from July 1, 2020, to June 30, 2021.

Here is a link to a dashboard that is available on our Human Resources (HR) website: https://www.unco.edu/human-resources/about-us/unc-human-resources-data.aspx. This data will always be available and provides a level of transparency and availability of basic staffing data to campus.

Because this will meet basic reporting needs, this Annual Workforce Report replaces the previously supplied Staffing Report. This report includes additional HR data not in the current report such as turnover data, demographic workforce data, and comparative data with other institutions.

TABLE OF CONTENTS

Workforce Overview 4

Classified & Non-Classified System 4

Employees Overview 6

10-Year Trends 6

Workforce Trend 7

Age Distribution by Department 8

Salary 9

Benefits Enrollment 10

Overall Demographics 11

New Hires 17

New Hires by Occupational Group & Race/Ethnic Group 18

Years of Service 19

Retirement Eligibility 20

Workforce Turnover 21

Turnover Rate 22

General Assumptions 24

WORKFORCE OVERVIEW

This Workforce Report covers UNC employees in three employee classes. For this report, an employee at UNC satisfies the following criteria:

- Permanent full-time or part-time employee
- Excludes temporary employees
- Excludes student employees
- Excludes Adjunct Faculty, unless specifically stated they are included

Classified System

The Colorado Constitution (CO Const. art. XII, §13) established the State Personnel System as the classified civil service system for the State of Colorado. The system applies only to certain positions within the Executive and Legislative Branches. Employees in the classified system may have retention rights and must adhere to the policies, procedures, and personnel rules established specifically for the State Personnel System in the State's constitution, statutes, and personnel rules.

Non-Classified System

Pursuant to Colorado exemption statute (C.R.S. 24-50-135) employees in non-classified positions are exempt from the State Personnel System. Consequently, they are exempted from the rules, procedures, and regulations that govern the State Personnel System. The non-classified system includes employees in Amendment S positions (deputy directors, chief financial officers, public information officers, human resources directors, executive assistants, and legislative liaisons), Senior Executive Service positions, the Legislative Branch (with the exception of the State Auditor's Office), and Judicial Branch. Institutions of Higher Education are part of the Executive Branch; however, most higher education employees are exempt from the classified system.

Faculty

The teaching staff and those members of the administration having academic rank. The faculty includes all employees who hold appointments with a rank of lecturer, instructor, senior lecturer, assistant professor, associate professor, or professor.

NOTE: UNC employed an average of 2,645 employees in FY21. This includes classified and non-classified, faculty, permanent, temporary, part-time, student, and full-time employees.

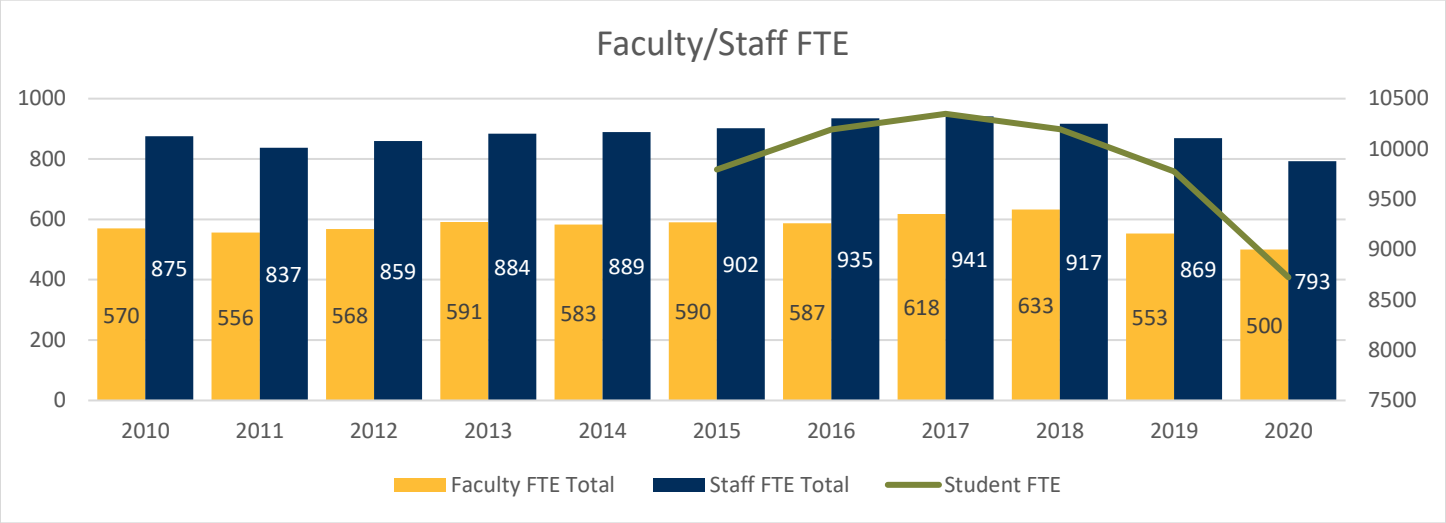
Shared Governance

Classified Staff Council (CSC) operates to represent, inform, and educate classified staff by serving as a liaison between employees across the UNC campus, the university system, and state administration. CSC is a group of elected and appointed classified staff members who work to provide fellow staff members with information on topics ranging from legislative affairs to current events on campus. CSC members represent staff through a variety of working groups, task forces, and campus committees.

The **Professional Administrative Staff Council (PASC)** advises the University on matters relevant to its constituents and participates in University governance. PASC serves as the representative body for professional administrative employees of the University of Northern Colorado and participates in such policy matters of the institution as may affect its constituents by proposing and undertaking education and service projects and actively participating in current developments and issues that are relevant to the professional administrative employees of the university.

The **Faculty Senate** serves as the delegate assembly of the voting faculty at the University of Northern Colorado. Faculty senate acts for the voting faculty on all matters within the scope of this constitution, inclusive of grants of authority to such University councils/boards. May initiate or review policies pertaining to the general welfare of the University, the faculty, and the students which have significant University-wide.

Figure 1. 10 Year Faculty and Staff FTE



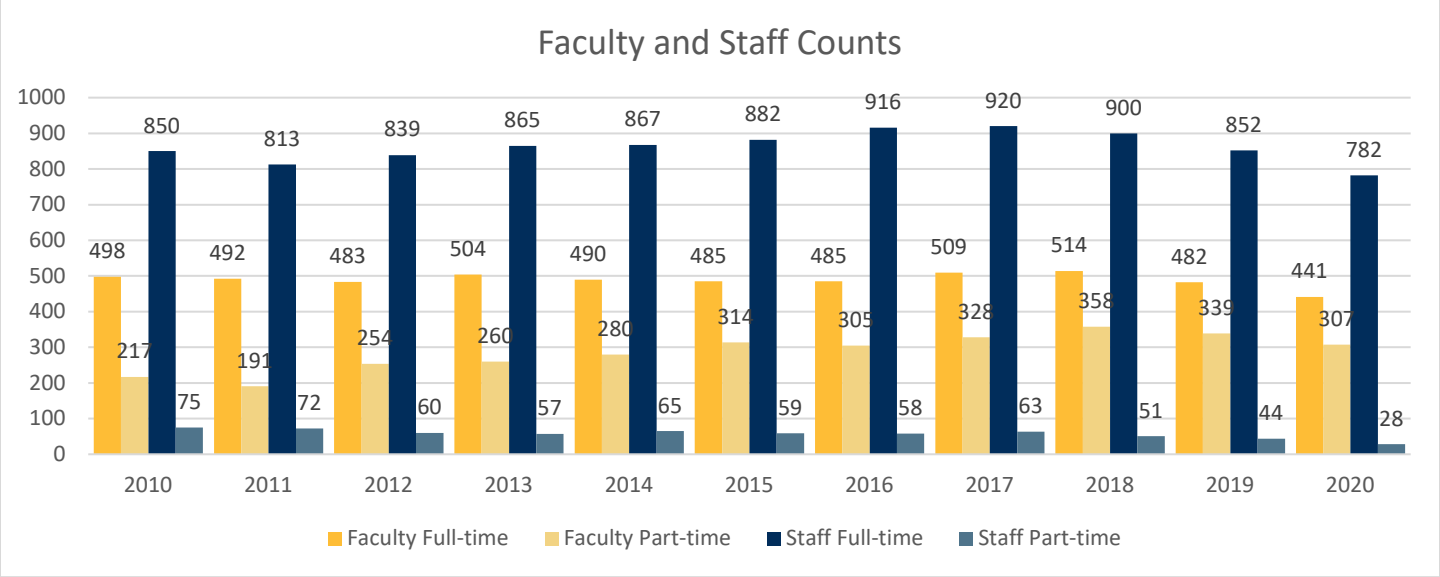
Data from 11/01/2020
Includes Adjunct Faculty

Employee and Student Headcount Trends

As shown in Figure 2, over the past 10 years faculty headcount has increased by 106 (14%) and staff headcount has decreased by 29 (3%), for a total employee headcount increase of 77 (4%). 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.

As the higher education landscape grew increasingly competitive, we 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 2. Beginning in FY19 and continuing into FY21, the university has worked to create efficiencies and reduce staffing levels to reduce university spending. This work included staff layoffs, voluntary retirement incentive programs, 60 day holds on vacant positions, and the implementation of Administrative Service Centers.

Figure 2. 10 Year Faculty and Staff Headcount



Data from 11/01/2020
Includes Adjunct Faculty

EMPLOYEE OVERVIEW

Workforce at a Glance as of 11/01/2020

1,261	Number of Employees	**297**	Number of Adjunct Faculty
47.4	Average Age	**51.1**	Adjunct Average Age
$60,364	Average Annual Salary	**$6,067**	Adjunct Average Annual Salary
6.28	Average Years of Service	**3.22**	Adjunct Average Years of Service

Workforce Trend

Table 1. Workforce Trends

Measure	2019	2020
Permanent Employees	1,384	1,293
Average Age	47.4	47.4
Median Age	47	47
Average Length of Service	10.53	6.28
Median Length of Service	8.14	4.00
Average Salary	$59,132	$60,364.48
Median Salary	$54,000	$55,027.00
Eligible to Retire Within One Year	10%	10%
Eligible to Retire Within Five Years	20%	18%
Turnover	16%	16%

All statistics based on November 1st of the stated year, except for *Turnover* which is based on the entire fiscal year.

AGE DISTRIBUTION

Figure 3. Employee Age Distribution by Generation

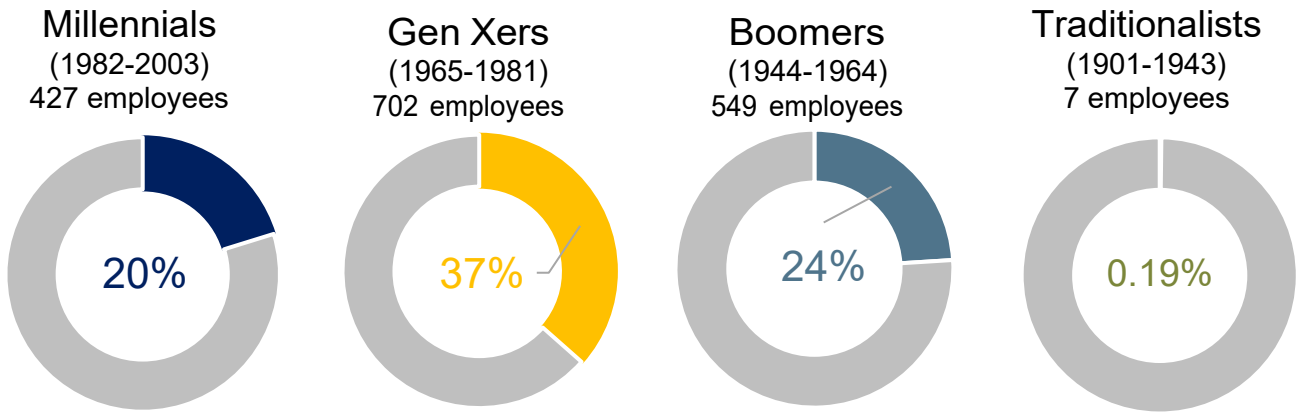
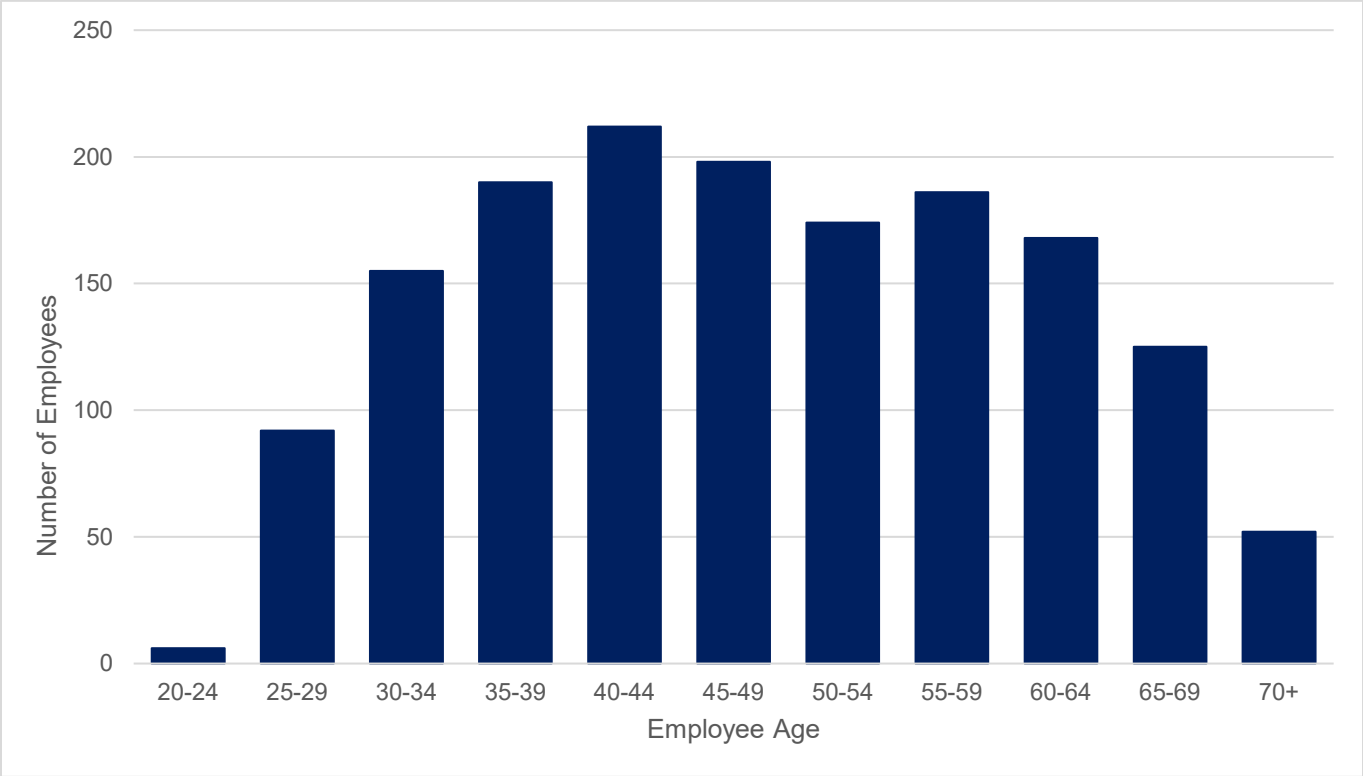


Figure 4. Employee Distribution by Age



Based on 11/01/2020 data

SALARY

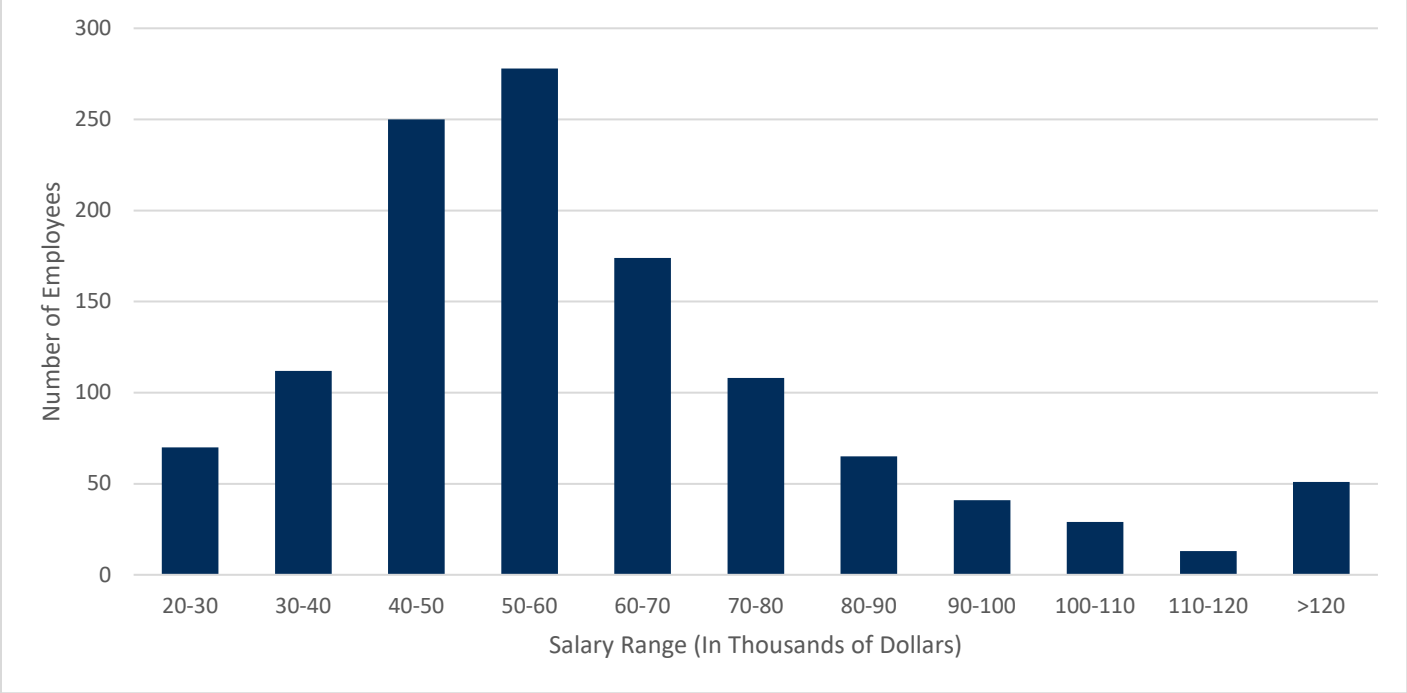
Total Compensation Package

The total compensation package includes base salary and benefits (medical, dental, disability, life, wellness, and retirement).

- **Actual Base Salary:** Actual base salary for UNC employees made up the majority of employee's package at **66%** of the total.
- **Benefits:** Benefits (medical, dental, life, disability, and retirement) account for **34%** of UNC's total compensation.

$60,364 UNC Average Salary

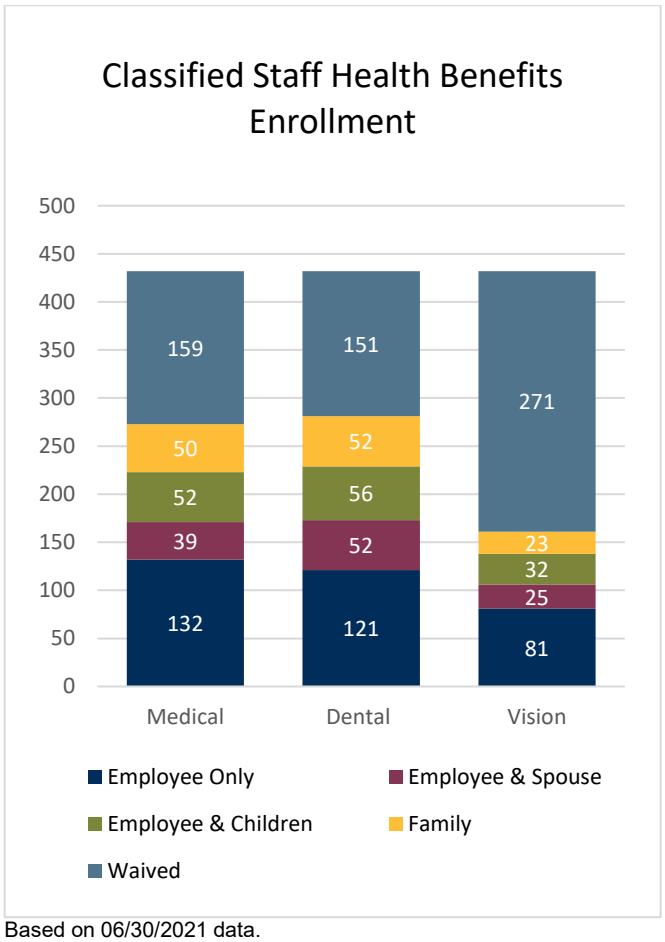
Figure 5. Full Time Employee Annual Base Salary Distribution

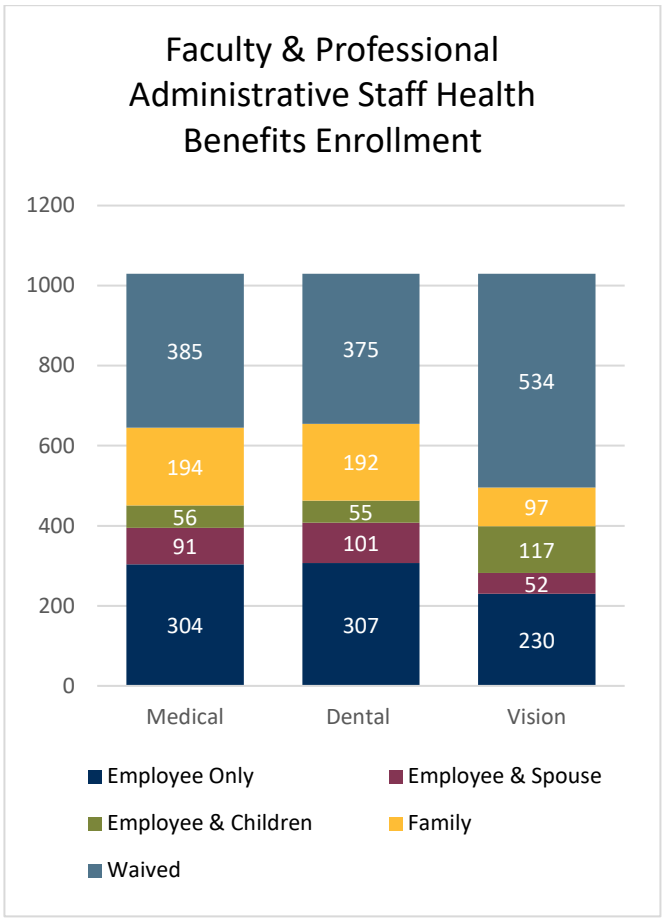


Based on 11/01/2020 data

Excludes part time faculty and staff

Figure 6. Employee Benefits Enrollment





Based on 06/30/2021 data.
Includes all benefit eligible employees

OVERALL DEMOGRAPHICS

UNC strives to be an always evolving, welcoming, and inclusive campus. Beginning in FY 2019-20 UNC created the Chief Diversity Officer position to help guide and advance our collective work related to diversity, equity, and inclusion. To achieve this, diversity for UNC represents differing perspectives, thoughts, and experiences. UNC values the individuality of our faculty and staff's human distinctions because these distinctions benefit students, our community, and each other.

The diversity within our university and state is a distinct advantage that we celebrate, cultivate and nurture. We ensure learning occurs through meaningful discussion of shared and different experiences, viewpoints, and ideas. The university has made this commitment as part of the 10-year strategic vision. The 2030 Vision Element, Empowering Inclusivity, outcomes are outlined below:

- UNC celebrates the diverse backgrounds and intersecting identities of our community members and recognizes that we benefit from the talent and energy of all students, staff, and faculty
- We reflect upon and learn from the experiences of historically marginalized communities
- All individuals and perspectives are an integral part of our success and identity
- Community members engage in robust discussions and share their experiences, viewpoints, and ideas in respectful ways

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.

Because race, ethnicity, and gender-identity are social constructs, we recognize that there are imprecision and heterogeneity within these categories. Additionally, we acknowledge our faculty and staff's unique social and cultural underpinnings and the contributions of each of these to the UNC community. Race, ethnicity, and gender are simply a guideline with which individuals have self-reported. Finally, we recognize the limited racial, ethnic, and gender groupings presented here provide a non-representative sampling or data currently not collected. UNC will determine how to fully incorporate inclusive reporting practices and offer these data moving forward.

Table 2. Demographic Statistics by Employee Classification and Race/Ethnic Group

Employee Classification	White			African American		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	49.5	48,822	178	46.0	44,079	3
Professional Administrative Staff	43.2	64,295	356	40.2	64,063	12
Faculty	50.3	69,181	338	54.0	84,920	6
Adjunct Faculty	51.6	6,161	234	52.5	6,456	8
University Total:	47.2	63,034.08	872	44.9	67,167	21

Employee Classification	Latinx/Hispanic			Native American		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	48.3	37,941	87	37.5	53,614	2
Professional Administrative Staff	42.5	57,507	44	34.7	85,136	3
Faculty	52.8	68,229	22	64.0	111,692	2
Adjunct Faculty	48.5	5,389	20	-	-	0
University Total:	47.3	47,923.31	153	43.9	83,717	7

Employee Classification	Non-Resident Alien			Asian or Hawaiian		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	-	-	0	33.3	42,182	3
Professional Administrative Staff	33.6	51,397	5	37.3	48,391	3
Faculty	43.2	60,659	17	51.4	73,269	16
Adjunct Faculty	-	-	0	46.8	6,042	6
University Total:	41.0	58,261	22	47.1	65,637	22

Continued on next page

Employee Classification	Multiracial			Race/Ethnicity Unknown		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	54.0	37,282	2	51.7	42,147	75
Professional Administrative Staff	36.6	57,190	11	41.9	50,310	23
Faculty	42.2	56,561	5	57.7	84,684	39
Adjunct Faculty	42.5	8,583	6	51.9	4,920	23
University Total:	40.1	54,803	18	51.8	55,626	137

Based on 11/01/2020 data

Table 3. Faculty & Staff of Color Trends

Full Time Faculty of Color	2015	2016	2017	2018	2019	2020
Men	31	28	30	34	34	37
Women	28	32	31	34	34	33
Total	59	60	61	68	68	70
% of All Faculty	12%	12%	13%	13%	14%	16%
Full Time Staff of Color	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**
Men	93	80	86	83	84	75
Women	87	103	110	116	111	103
Total	180	183	196	199	195	178
% of All staff	21%	21%	21%	22%	22%	23%

Based on 11/01/2020 data

Faculty and staff of color include faculty and staff who identify as: African American, Latinx/Hispanic, Native American, Non-Resident Alien, Asian or Hawaiian, or Multiracial.

Figure 7. Faculty and Staff Ethnicity Representation

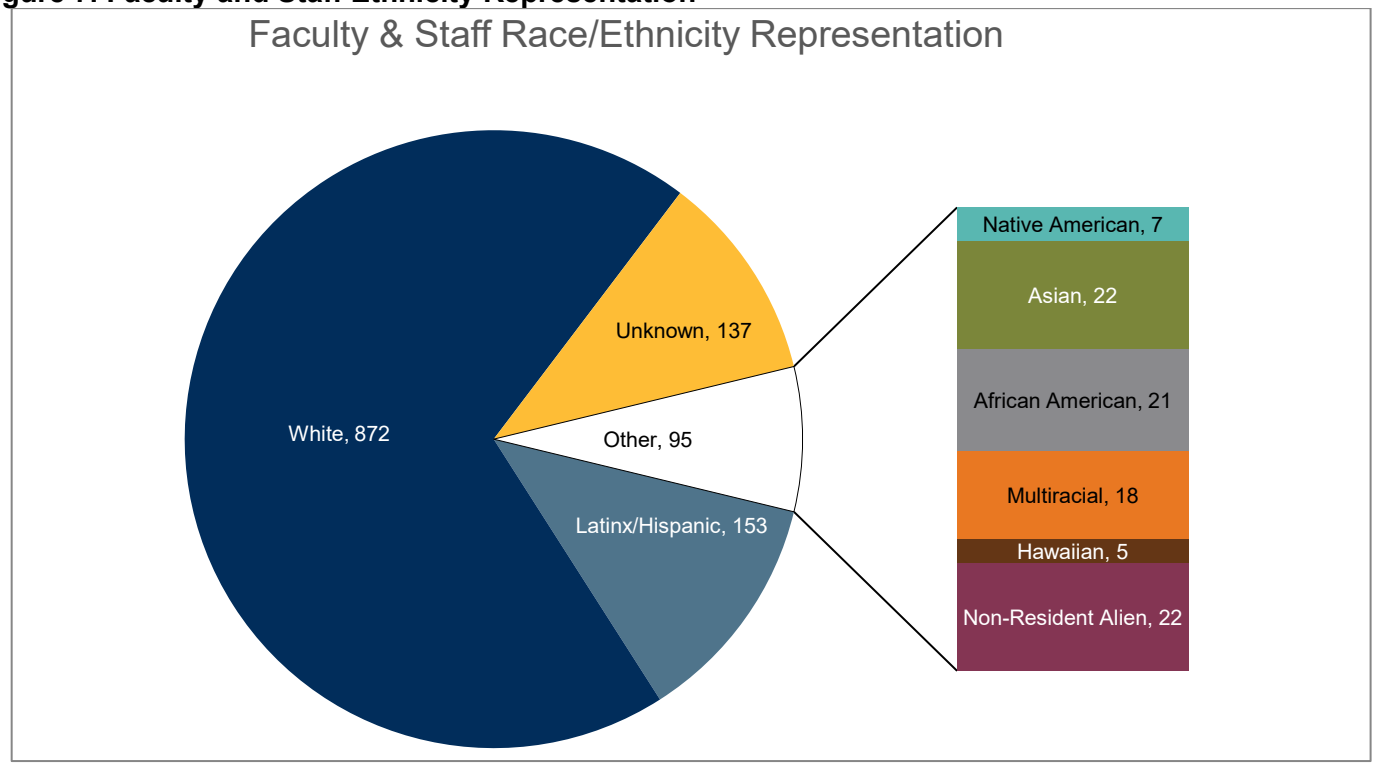


Figure 8. Adjunct Faculty Ethnicity Representation

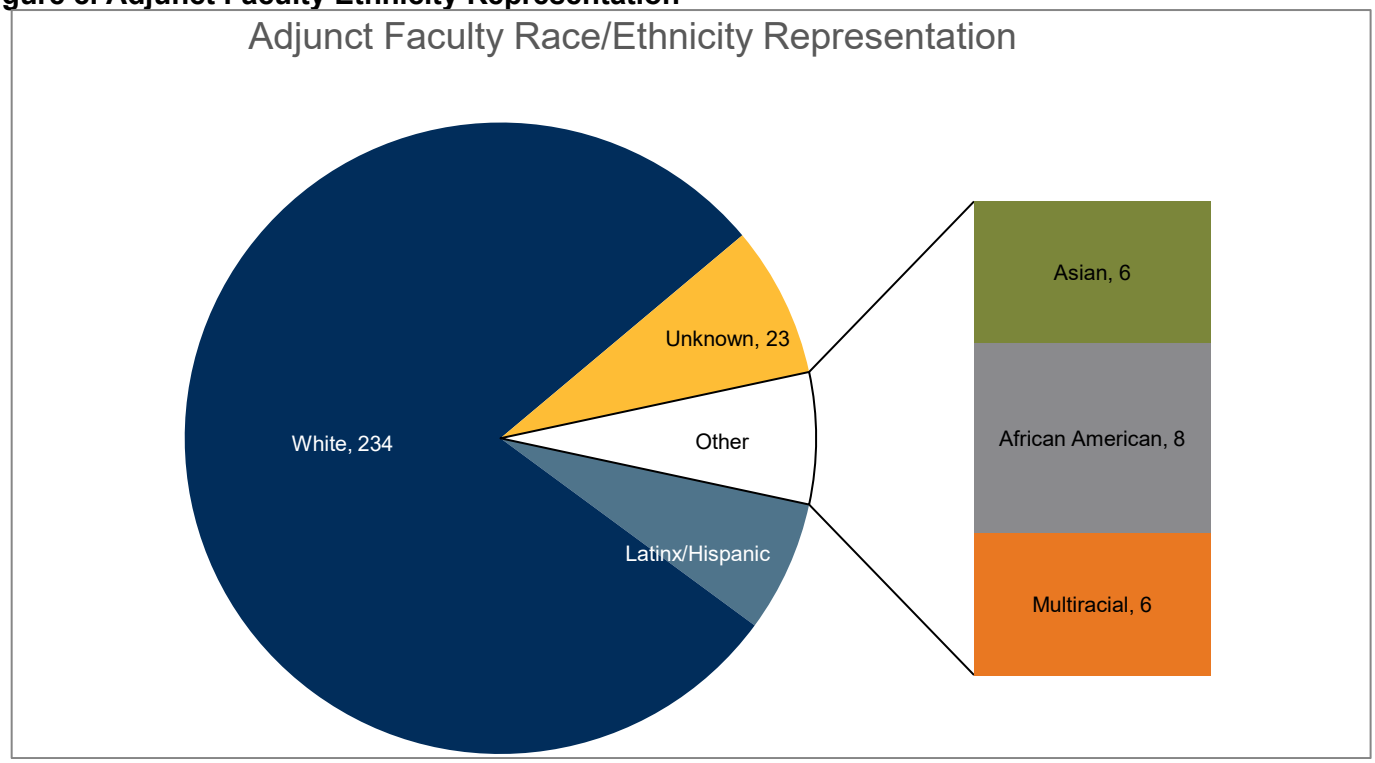


Figure 9. Undergraduate Ethnicity Representation

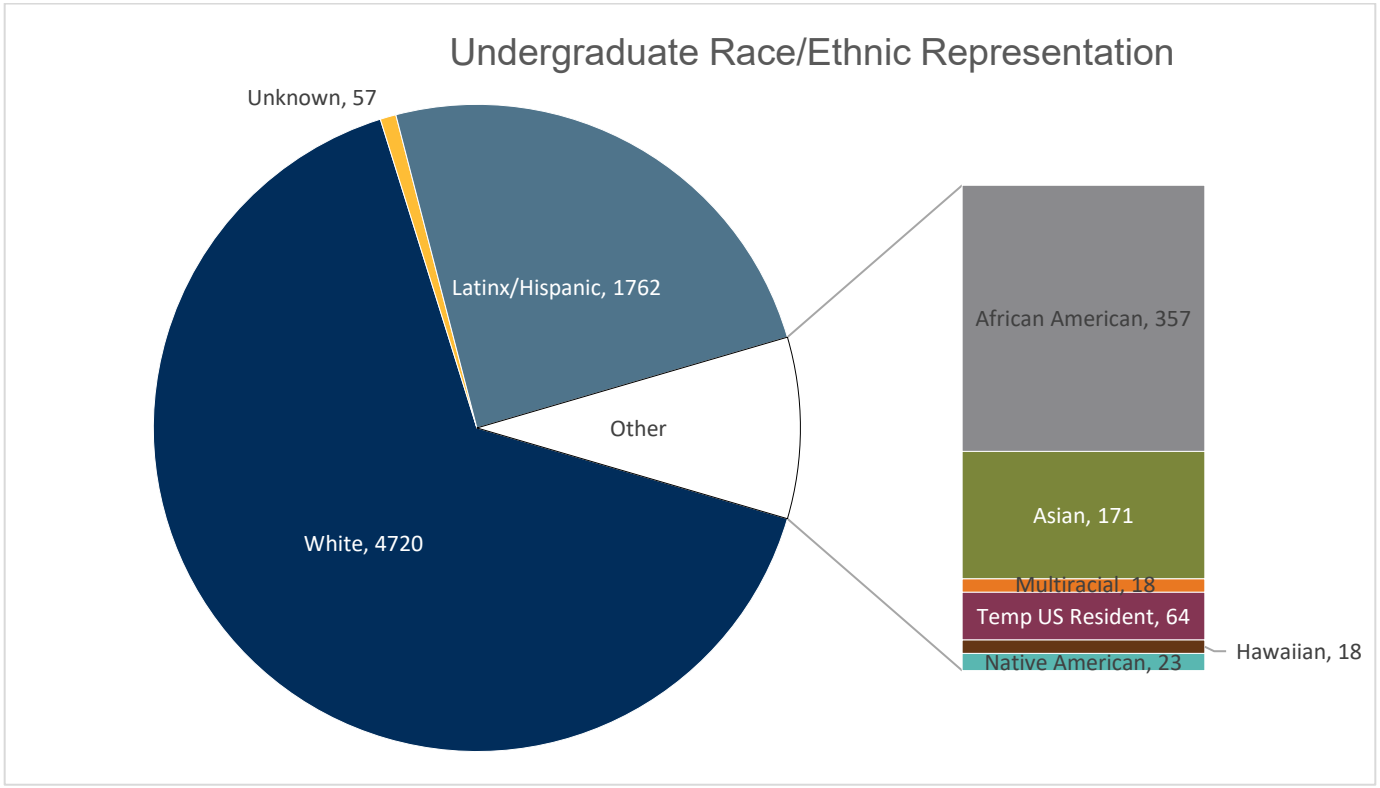


Figure 10. Graduate Ethnicity Representation

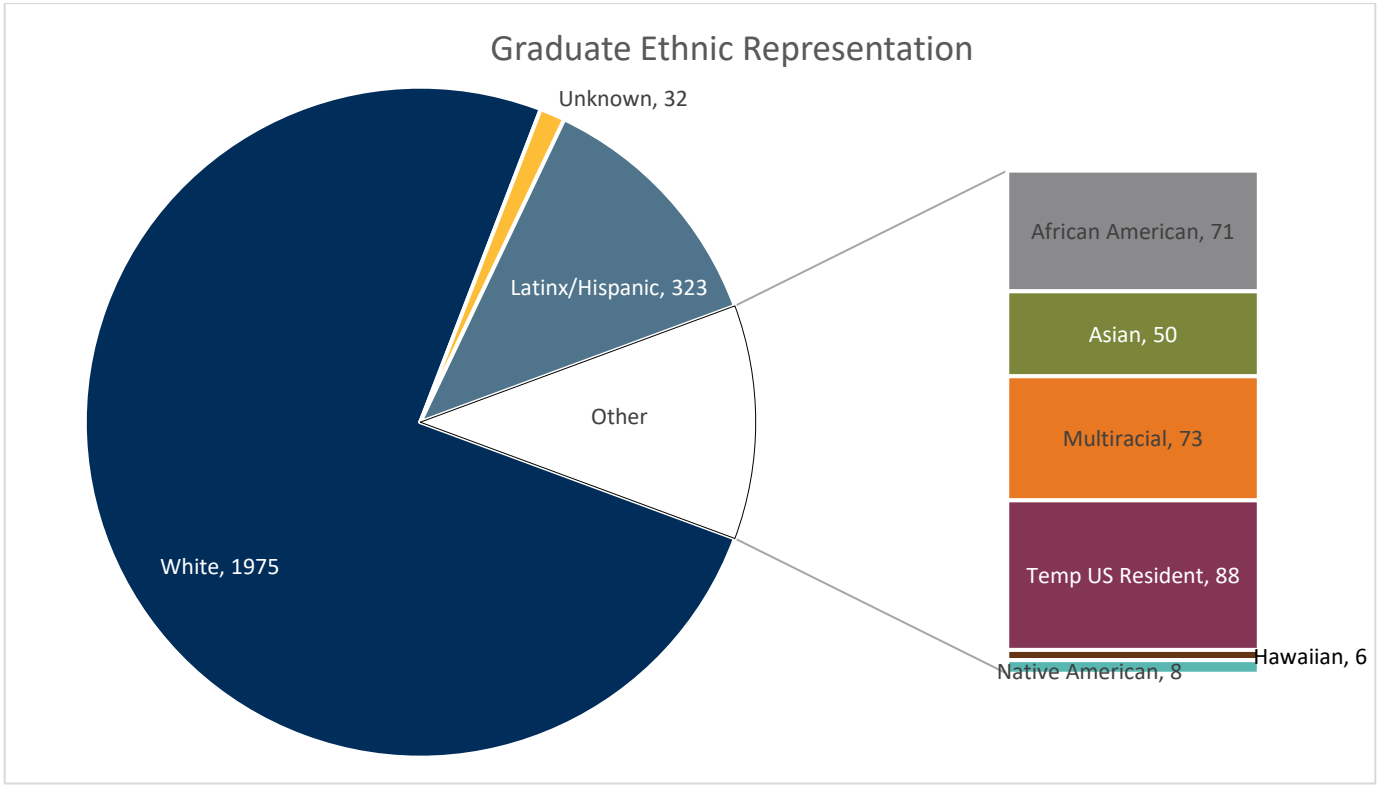


Figure 11. Faculty Rank Demographics

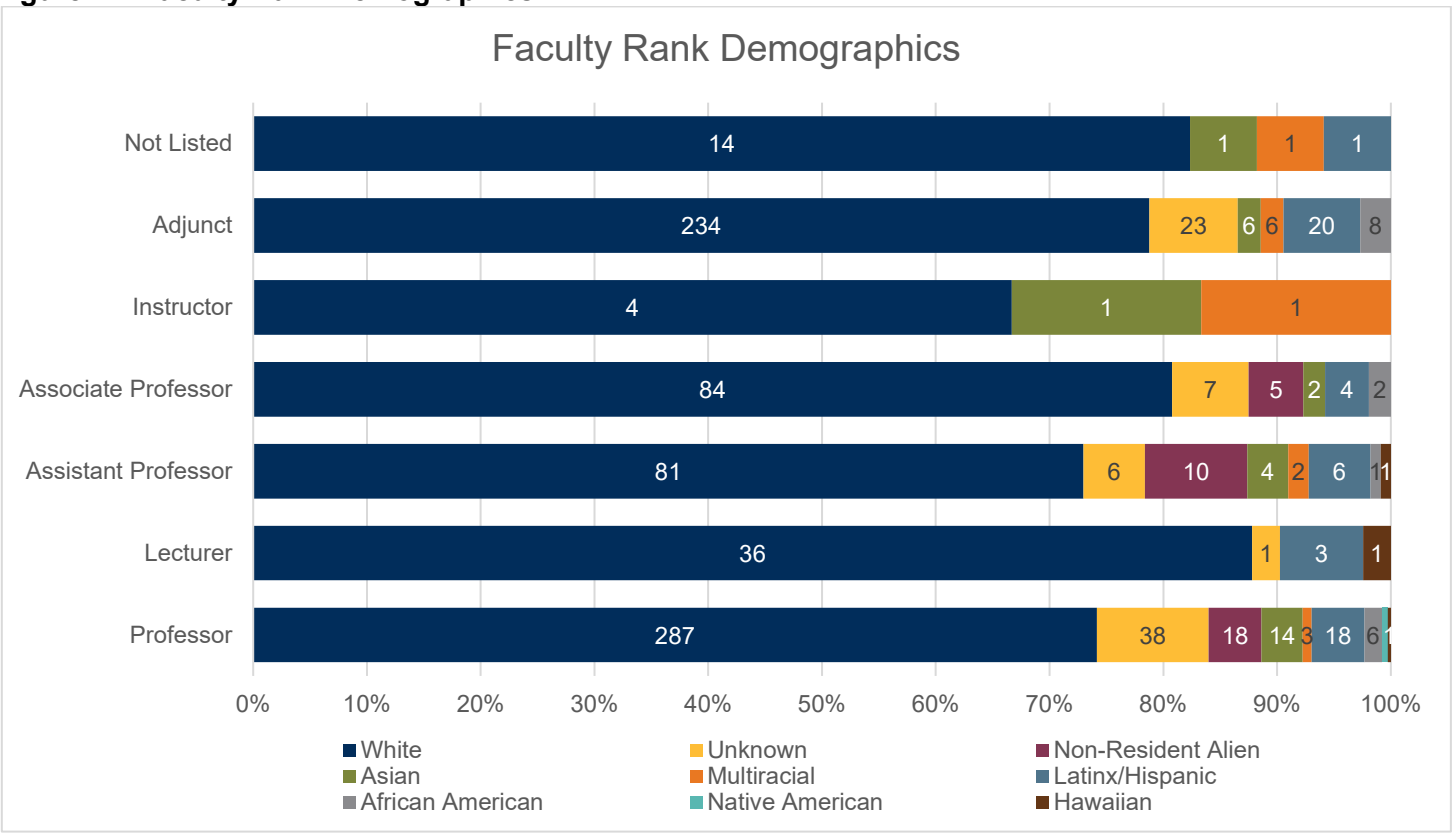
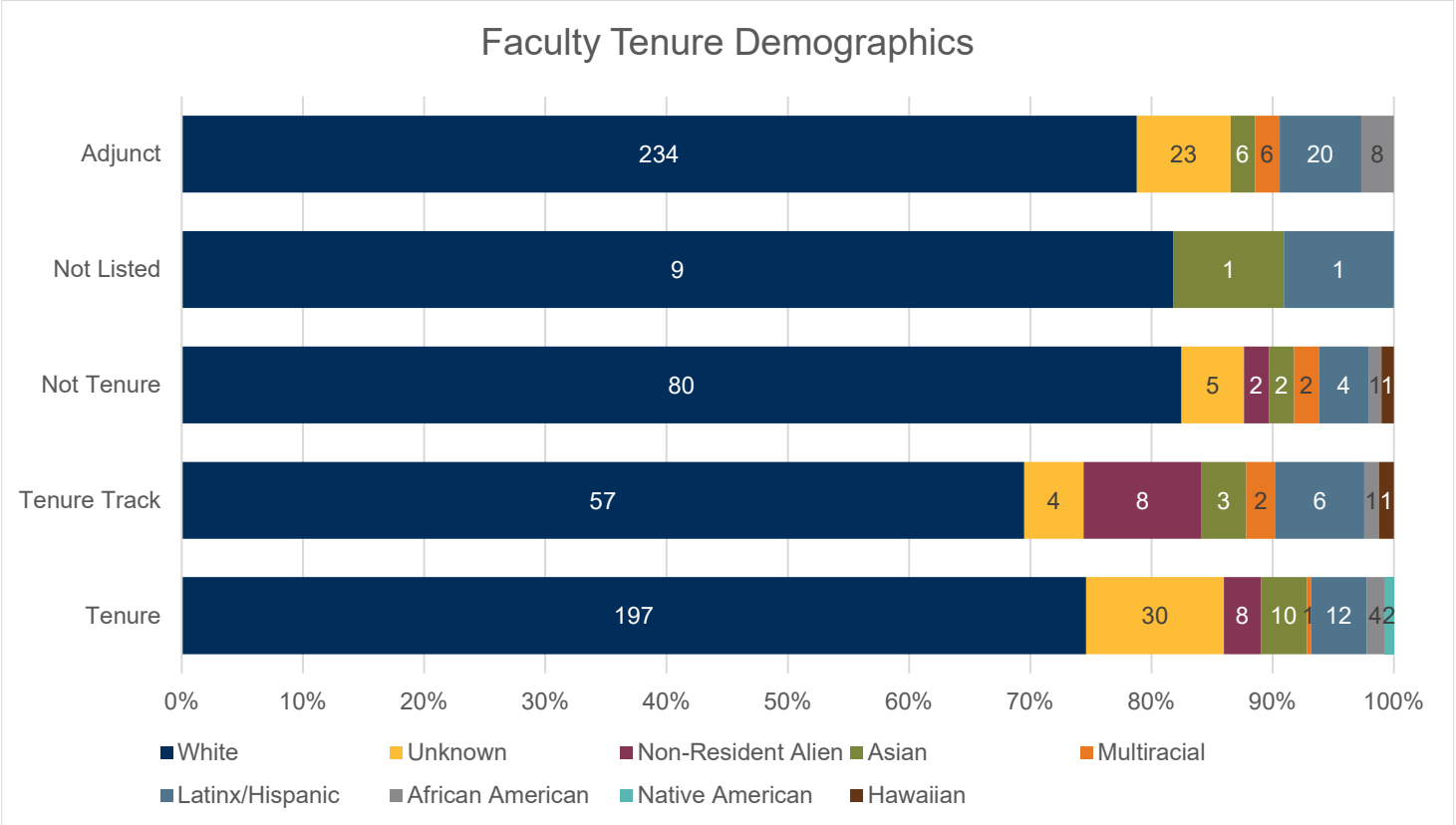


Figure 12. Faculty Tenure Demographics



NEW HIRES

FY 2020-21 New Hires Key Findings

313 Total new hires

71 Most new hires in a month (January)

41.1 New hire average age

$54,023 Average salary*

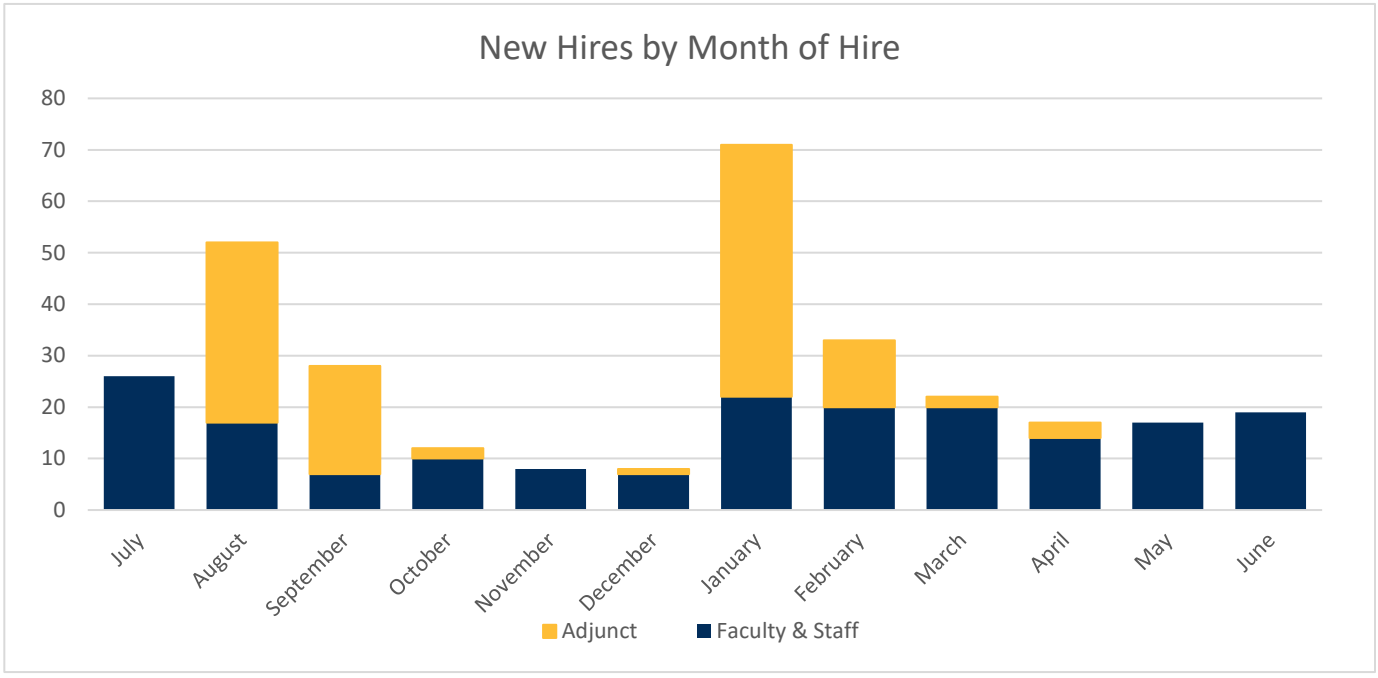
*Average salary excludes Adjunct

Table 4. FY 2020-21 Snapshot of New Hires

Employee Classification	Avg. Age	Avg. Salary	Employee Count
Faculty	41.0	50,847	9
Classified Staff	35.5	39,552	50
Professional Administrative Staff	36.8	49,073	128
University-wide Total:	**37.6**	**54,023**	**187**
Adjunct Faculty	45.9	40,008	126

Based on data from 7/1/20-6/30/21

Figure 13. FY 2020-21 New Hires by Month of Hire



Based on data from 7/1/2020 - 6/30/21

New Hires by Occupational Group and Race/Ethnic Group

Table 5. FY 2020-21 New Hire Demographics by Occupational Group and Race/Ethnic Group

Employee Classification	White			African American		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	39.6	40,900	15	-	-	0
Professional Administrative Staff	37.5	60,627	85	27.7	51,032	7
Faculty	38.4	70,282	7	-	-	0
Adjunct Faculty	50.1	22,169	90	39.0	7,088	6
University Total:	43.5	41,898	197	32.92	30,750	13
Employee Classification	**Latinx/Hispanic**			**Native American**		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	39.56	35,686	9	-	-	0
Professional Administrative Staff	40.62	55,387	13	58.0	153,750.00	1
Faculty	-	-	0	-	-	0
Adjunct Faculty	46.80	24,317.75	8	35.0	87,757.00	1
University Total:	41.95	41,192	30	46.5	120,753.50	2
Employee Classification	**Non-Resident Alien**			**Asian or Hawaiian**		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	-	-	0	27.0	28,553	2
Professional Administrative Staff	-	-	0	29.5	47,673	2
Faculty	-	-	0	31.0	54,600	2
Adjunct Faculty	-	-	0	42.0	4,224	2
University Total:	-	-	0	32.3	33,763	8

Continued on next page

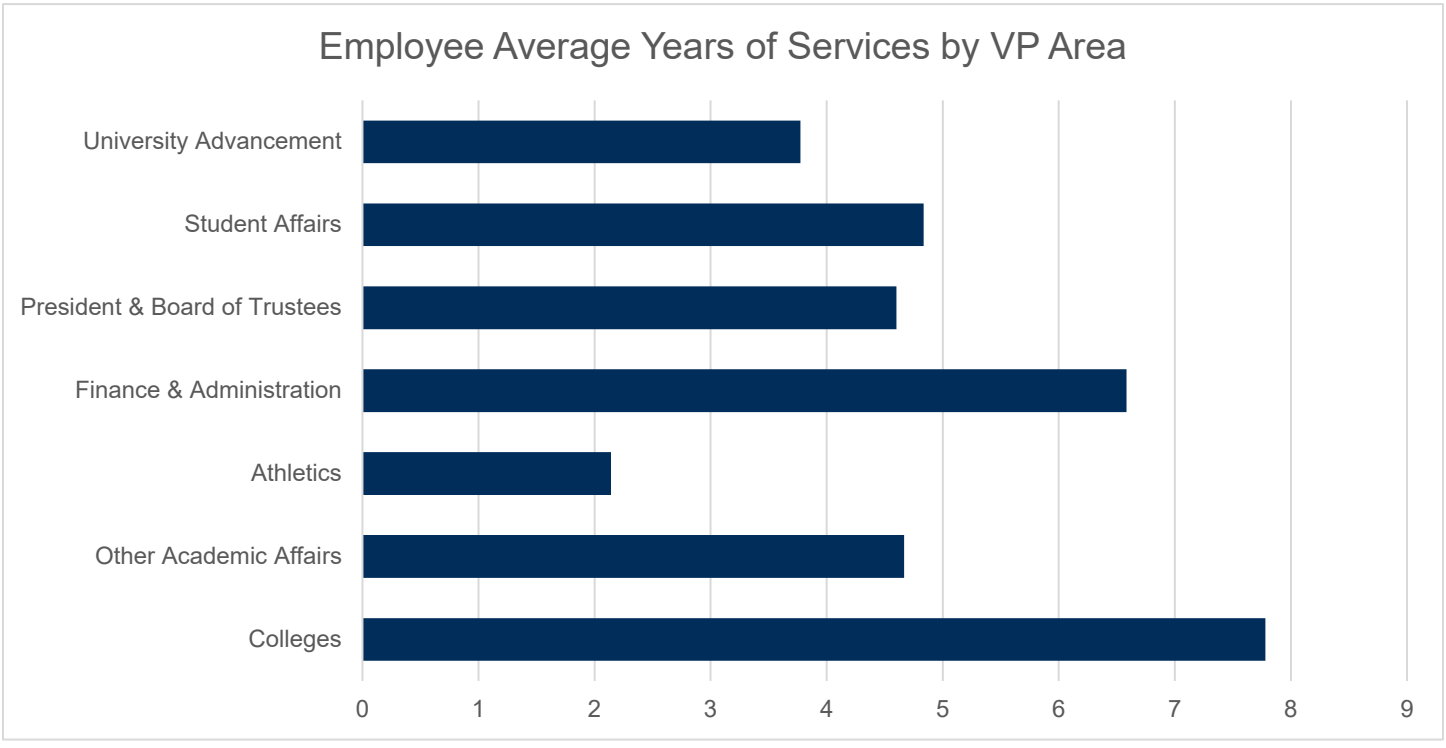
Employee Classification	Multiracial			Race/Ethnicity Unknown		
	Avg Age	Avg Salary	Employee Count	Avg Age	Avg Salary	Employee Count
Classified Staff	-	-	0	39.6	32,908	24
Professional Administrative Staff	36.0	50,000.00	1	36.1	60,920	18
Faculty	-	-	0	-	-	0
Adjunct Faculty	-	-	0	46.0	34,735	15
University Total:	36.0	50,000.00	1	40.2	42,235	57

Based on data from 7/1/2020-6/30/2021
Excludes Adjunct Faculty

YEARS OF SERVICE

6.28 University wide years of service per employee

Figure 14. Employee Average Years of Service by VP Area



Based on 11/01/2020 data

RETIREMENT ELIGIBILITY

Table 6. FY 2020-21 Retirement Eligibility of Workforce by VP Area and Year

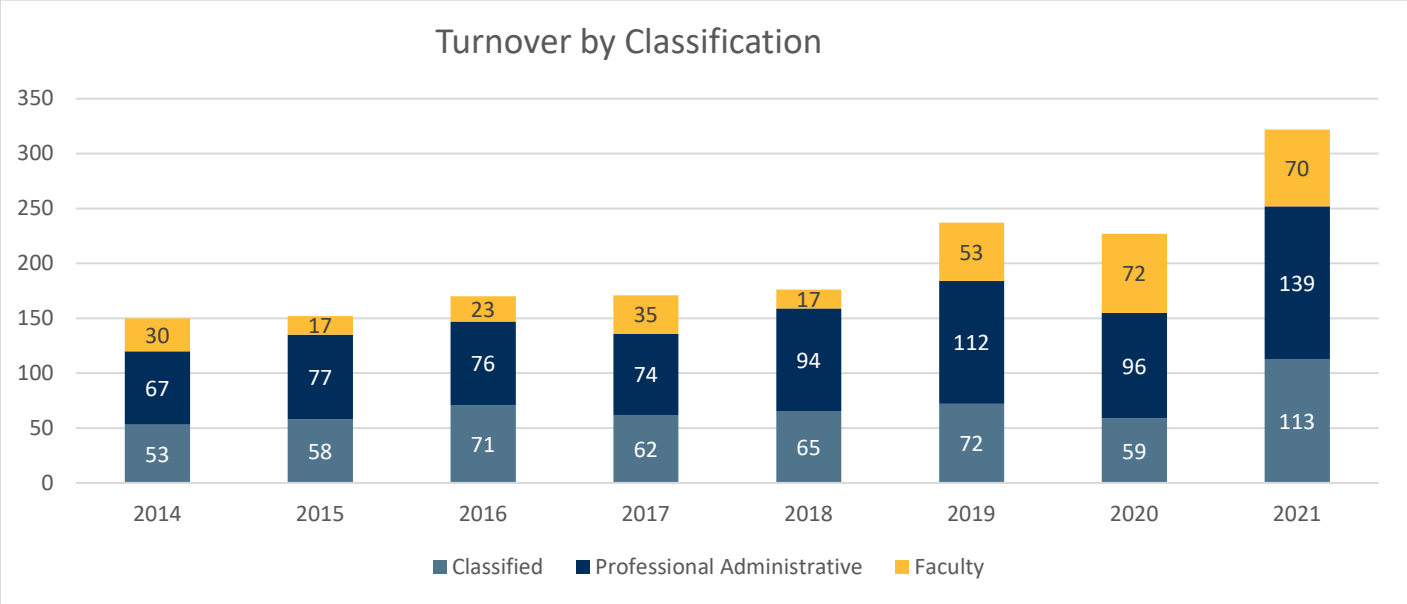
Department	Currently Eligible	Eligible to Retire Within (Years)				
		1	2	3	4	5
Colleges	78	89	101	115	127	133
Other Academic Affairs	11	16	19	22	23	29
Athletics	5	5	5	5	5	7
Finance & Administration	19	28	36	41	51	62
President & Board of Trustees	9	12	12	16	19	21
Student Affairs	0	0	0	1	1	1
University Advancement	2	2	2	2	2	3
University wide Total:	124	152	175	202	228	256
University wide Percentage:	10%	12%	14%	16%	18%	20%

Based on 11/01/2020 data
Retirement eligibility based on employee turning 65 years old.
Retirement eligibility is cumulative.

WORKFORCE TURNOVER

The overall turnover rate in FY 20-21 is 25.5%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as *turnover*.

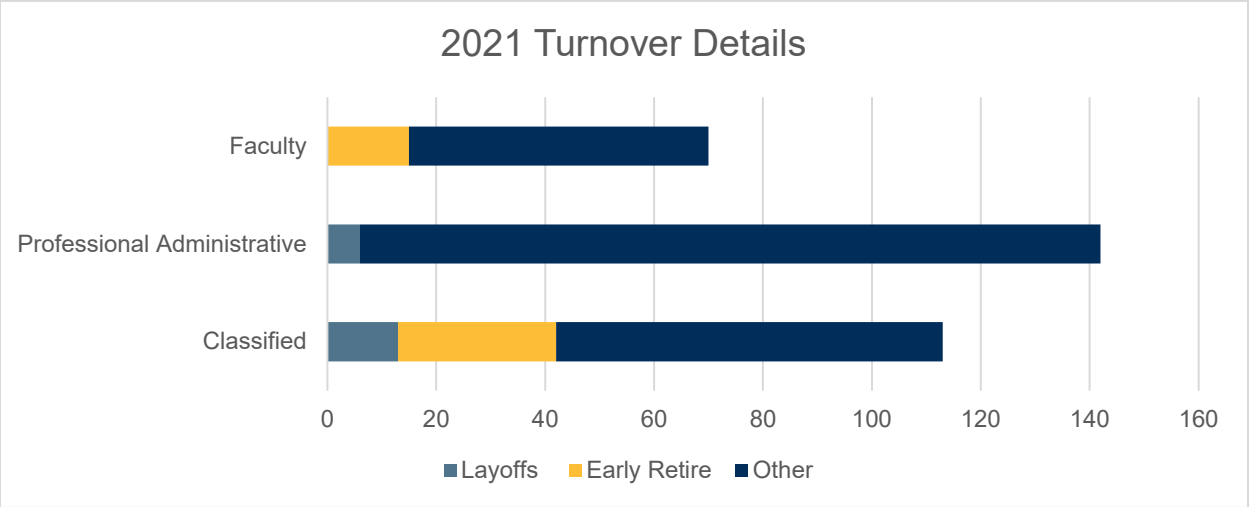
Figure 15. Workforce Turnover Rate Trends



2021 – 15 faculty early retirements, 21 full-time adjunct faculty terminations, 29 classified early retirements, 13 classified layoffs, 6 professional admin layoffs
2020 – 23 classified layoffs, 10 professional admin layoffs,17 full-time adjunct faculty terminations 18 faculty early retirements
2019 – 8 classified layoffs, 3 professional admin layoffs, 6 full-time adjunct faculty terminations

Turnover Details

Figure 16. Workforce Turnover Details



Based on data from 7/1/20 - 6/30/21

Turnover Rate

Table 7. FY 2020-21 Workforce Turnover Rate by VP Area

Department	Total	Turnover Rate	Total Employee
Academic Affairs – Academic Colleges	117	21.7%	539
Academic Affairs – Non-College	48	25.0%	192
Finance & Administration	58	20.6%	281
President & Board of Trustees	1	20.0%	5
Athletics	28	39.4%	71
Student Affairs	62	44.3%	140
University Advancement	8	24.2%	33
University Total:	**322**	**25.5%**	**1,261**

Based on data from 7/1/20 - 6/30/21

Excludes Adjunct Faculty

Turnover Rate

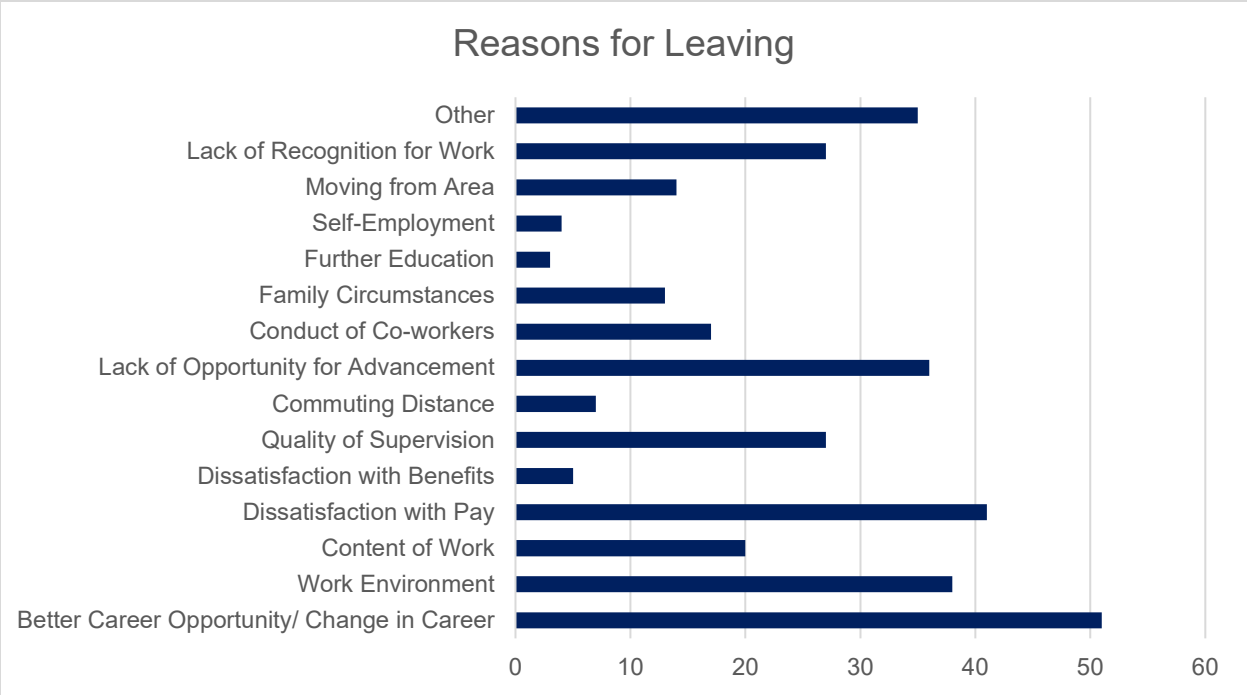
Table 8. FY 2020-21 Workforce Turnover Rate by Race/Ethnicity

Ethnicity	Total	Turnover Rate	Total Employee
White	202	23%	875
Black or African American	13	62%	21
Hispanic or Latino	42	27%	153
Unknown	46	34%	137
Native Hawaiian or Other Pacific Islander	1	20%	5
Multiracial	2	11%	18
Non-Resident Alien	3	13%	23
American Indian or Alaska Native	3	43%	7
Asian	10	45%	22
University Total:	**322**	**25.5%**	**1,261**

Based on data from 7/1/20 - 6/30/21

Excludes Adjunct Faculty

Figure 17. Employee Reported Reasons for Leaving



Multiple responses allowed
Reported by employees in anonymous exit survey

GENERAL ASSUMPTIONS

Multiple Records: For any employees with multiple records in a given month, we selected the first record in the table for that employee for that given month.
Employee Criteria: The tables are generally based on permanent faculty and staff.
Salary: The salary amounts used in this analysis are unadjusted for FTE.
Table Types: Most demographic tables are based on November 2020. For tables involving average employee counts, the entire fiscal year was used. Each table has a note indicating the time period of the data upon which the table is based.

Workforce

Due to the various types of metrics presented in this report, different definitions have been used to provide the necessary data. In some instances, the Department used a count of employees at a given point in time (June 30, 2019), and in other instances, the Department used the average count during the fiscal year to provide the necessary data.

For this report:

- Each table indicates the methodology utilized.
- A position is an individual distinct set of duties or assignments.
- A full-time employee is the budgetary equivalent of one permanent position working 2,080 hours per fiscal year.
- Employees are the actual people holding a position and working in the personnel system.

The fiscal year runs from July 1 through June 30. This report is based on an extract of the University's workforce data from the for all months from July 1, 2020, through June 30, 2021.

Average is the arithmetic mean, the value of all the entries in a set of data divided by the number of entries. Median is the middle value in a set of data, an equal number of values above it and below it. Due to rounding, percent totals may not always equal 100%.

Retirement

Retirement eligibility is cumulative. If an employee is eligible to retire within one year, they are eligible to retire within all subsequent years.

Turnover

Definition of turnover for employees:

- Employee-initiated separations from UNC employment (voluntary);
- Employer-initiated separations from UNC employment (involuntary);
- Layoffs;
- Retirements; and
- Deaths.

Turnover data excludes employees who transfer from one department to another because they are still considered employees of UNC. Turnover rates were calculated as the total turnover count divided by the average number of positions in the fiscal year.

Appendix A
Key Definitions

Employee	For purposes of this report excludes students and temporary staff.
Staff	Classified and professional admin employees. For the past 10 years UNC has routinely converted classified positions to professional admin positions.
Professional Admin	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, professional admin, 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