
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 9, 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 1-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



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).

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.

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^(a) (prior years are not available in this format)

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Faculty Salaries						
Total Faculty Salaries	\$ 31,013,488	\$ 30,993,631	\$ 33,801,315	\$ 35,733,010	\$ 36,486,752	

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 4:

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

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

2016-17 Faculty		
Full-time Faculty	Significant changes are summarized below:	
	5 new positions were added from held positions: 1 contract renewable instructor in Philosophy 1 tenured professor and 1 tenure track assistant professor in Accounting 1 tenure track assistant professor in Music 1 contract renewable lecturer in Chemistry	528
	20 new positions were added: 2 tenure track assistant professors in ASLIS 1 tenure track assistant professor and 1 tenure track associate professor in Biology 1 contract renewable lecturer in Community Health 1 tenure track assistant professor in Criminal Justice 1 contract renewable instructor in Hispanic Studies 1 tenure track assistant professor in Communication	

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2 new positions funded by grants were added including:

1 tenured professor in Special Education

1 contract professor in Special Education

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
Total Positions	932	90	1,022	941	93	1,034	974	67	1,041
Less Prior Year	(922)	(69)	(991)	(932)	(90)	(1,022)	(941)	(93)	(1,034)
Net New	10	21	31	9	3	12	33	(26)	7

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 coachespsnsen

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

Fiscal Year 2016-17 Filled and Vacant Staff Positions	Total
Librarians/Archivists	28
Other Education Services (includes academic and student support managers/directors and instructional technologists) New Positions-2 1. Student support–2 new psns: GOAL coordinator; director GLBTA	58
Management (includes executives and higher level managers/directors) New Positions-3 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) New Positions-12 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) New Positions-6 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) New Positions-7 <i>Design/Media</i> 1.	

ADDITIONAL DEMOGRAPHIC INFORMATION

Race and Ethnicity

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

Fiscal Year	2013-14			2014-15			2015-16			2016-17		
College	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
			207			211			203			212
			169			161			171			159
			48			50			46			48
			205			207			221			219
			107			108			114			119
			1			2			2			2
			22			22			22			20
			5			9			20			11
Total	504	260	764	490	280	770	485	314	799	485	305	790

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.

