

# **Administrative Leadership Meeting**

Tuesday, September 13, 2011

Chancellor Randy Woodson

## Upcoming Meeting Topics

- November 8 – Fundraising as it relates to strategic goals (Stewart Theater)
- January 10 – Strategic Planning/Realignment Task Force Updates (Stewart Theater)
- March 13 – Global Engagement (Stewart Theater)
- May 8 – Rankings (Stewart Theater)

## Budget Recap

- Total reduction of about 15.1% of appropriated state funding
  - \$79.3 million
  - Loss of funding for 753 administrative staff and faculty
  - Reduced capacity
    - Services, course sections and class seats

# Overview of Proposed Peers

Institution Name	Land Grant	Carnegie Class	Carnegie Engaged University	AAU	MD/DO	Hospital	DVM	Total Enrollment
Colorado State University	Y	VHRU	Y	N	N	N	Y	28,902
Georgia Institute of Technology	N	VHRU	N	Y	N	N	N	20,291
Iowa State University	Y	VHRU	Y	Y	N	N	Y	27,945
Michigan State University	Y	VHRU	Y	Y	Y	N	Y	47,071
North Carolina State University	Y	VHRU	Y	N	N	N	Y	33,819
Ohio State University	Y	VHRU	Y	Y	Y	Y	Y	55,014
Pennsylvania State University	Y	VHRU	Y	Y	Y	Y	N	45,185
Purdue University	Y	VHRU	Y	Y	N	N	Y	41,052
Rutgers University-New Brunswick	Y	VHRU	Y	Y	N	N	N	37,366
Texas A & M University	Y	VHRU	N	Y	Y	N	Y	48,702
University of Arizona	Y	VHRU	N	Y	Y	N	N	38,767
University of California-Davis	Y	VHRU	N	Y	Y	Y	Y	31,247
University of Florida	Y	VHRU	N	Y	Y	N	Y	50,691
University of Illinois at Urbana-Champaign	Y	VHRU	Y	Y	N	N	Y	43,881
University of Maryland-College Park	Y	VHRU	N	Y	N	N	Y	37,195
University of Wisconsin-Madison	Y	VHRU	Y	Y	Y	N	Y	41,654
Virginia Polytechnic and State University	Y	VHRU	Y	N	N	N	Y	30,870

Source: IPEDS data for 2009-10 Academic Year

Proposed new peers colored light green

Carnegie Classification VHRU = Very High Research University

**Questions?**



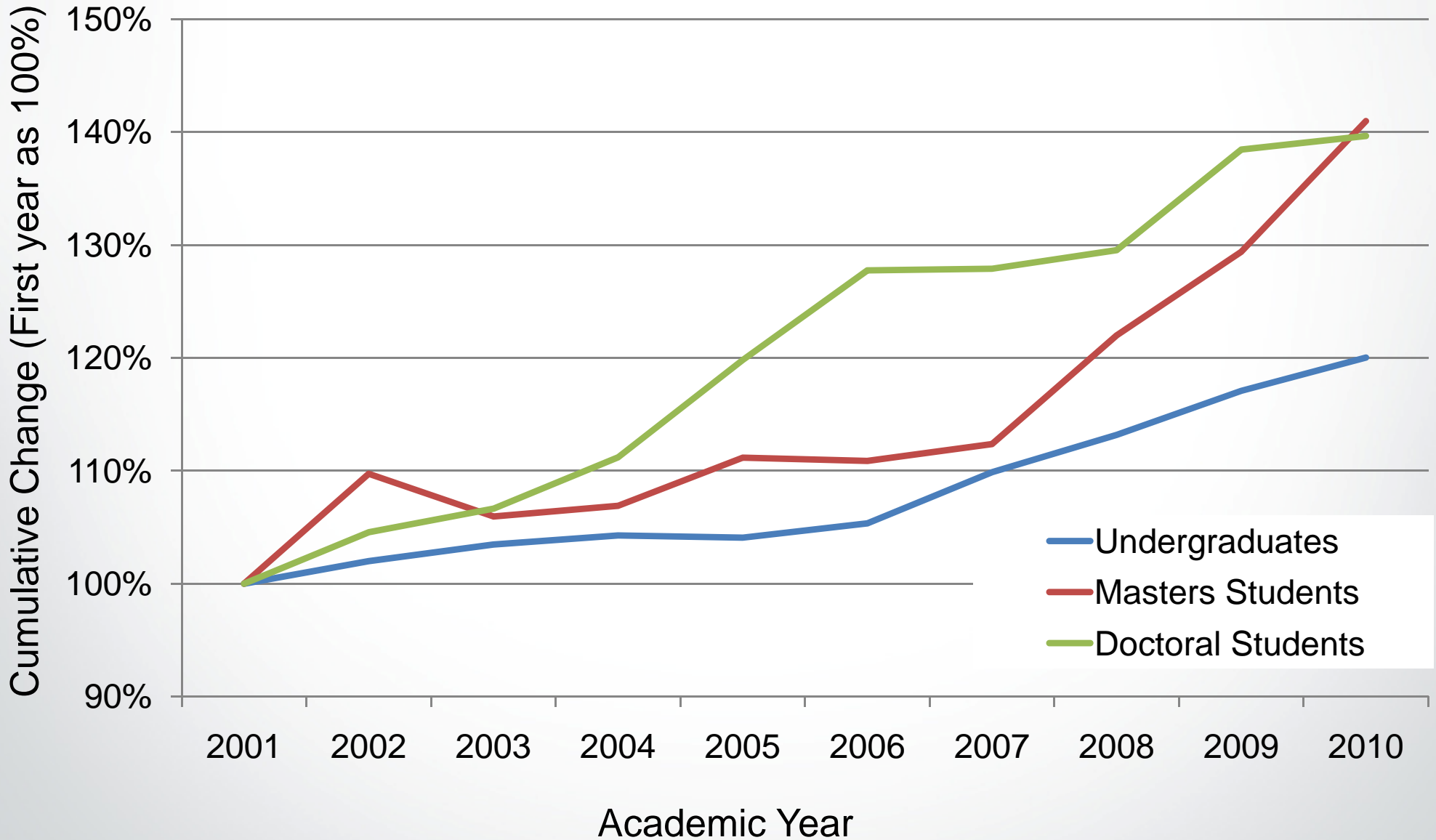
## Faculty Resources

**Warwick A. Arden**  
**Provost and Executive Vice Chancellor**

“The returns on a university’s investment in its faculty are multiplicative. World-class scholars attract world-class research colleagues and world-class students. Together they create a rich educational environment that fosters innovation and intellectual excitement.”

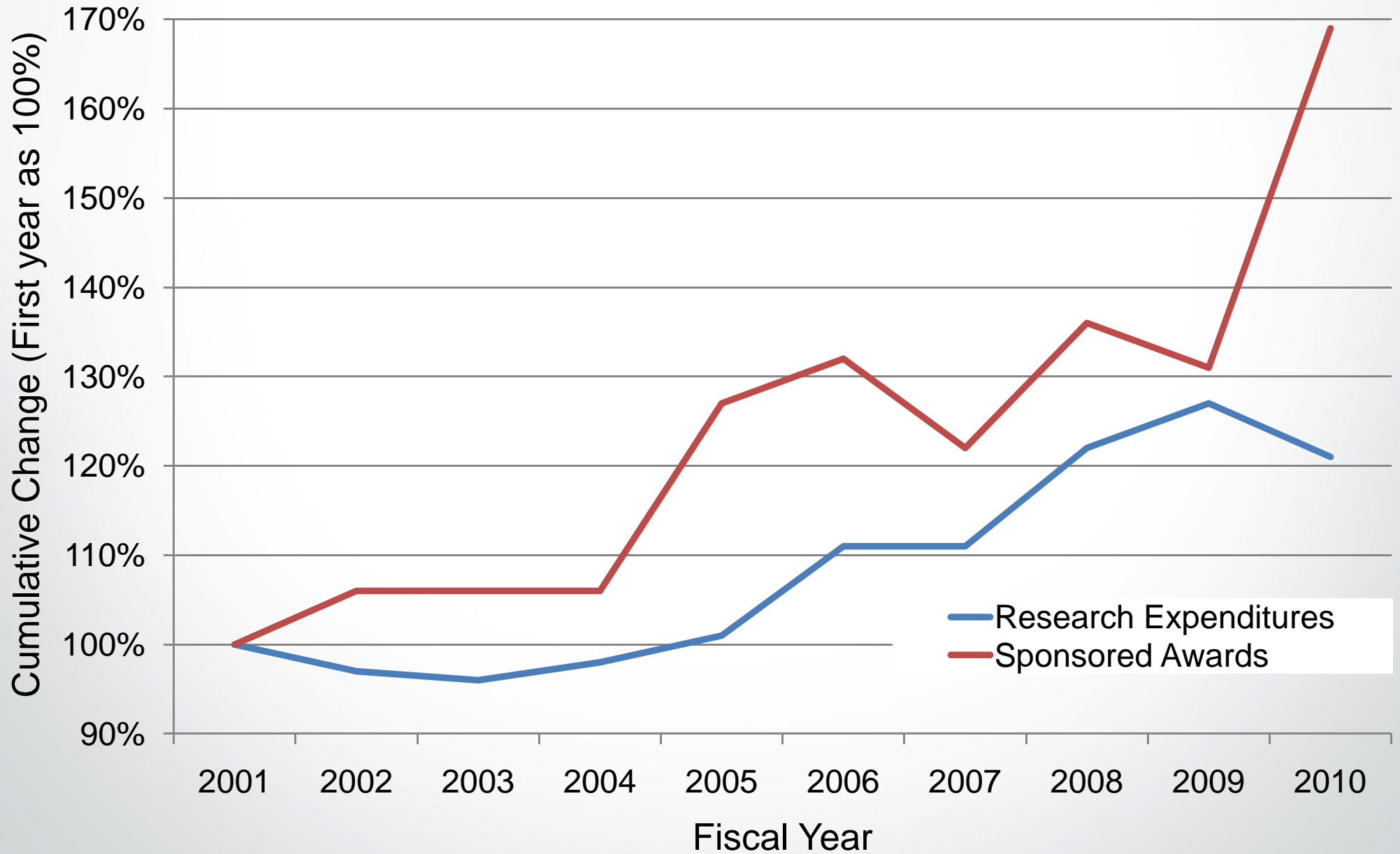
*The Pathway to the Future:  
NC State’s 2011-2020 Strategic Plan*

# NC State Trends - Students

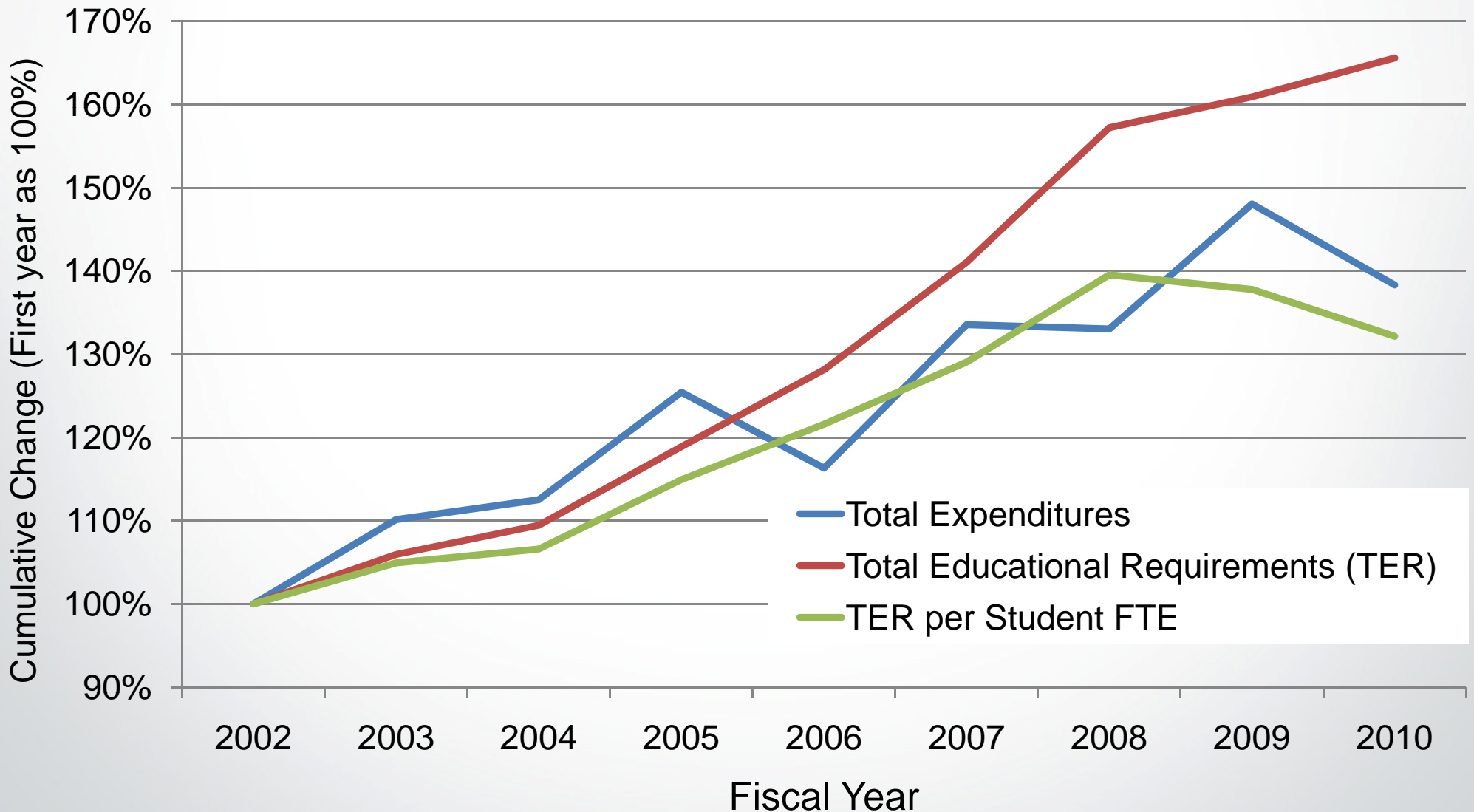




# NC State Trends – Research



# NC State Trends – Expenditures & Educational Requirements



# Definitions

## **Permanent faculty** per UNC-GA

- Full-time (.75 FTE) and receives benefits
- Tenured/Tenure-Track and Non-Tenure-Track
- UNC-GA submits data to IPEDS for NC State

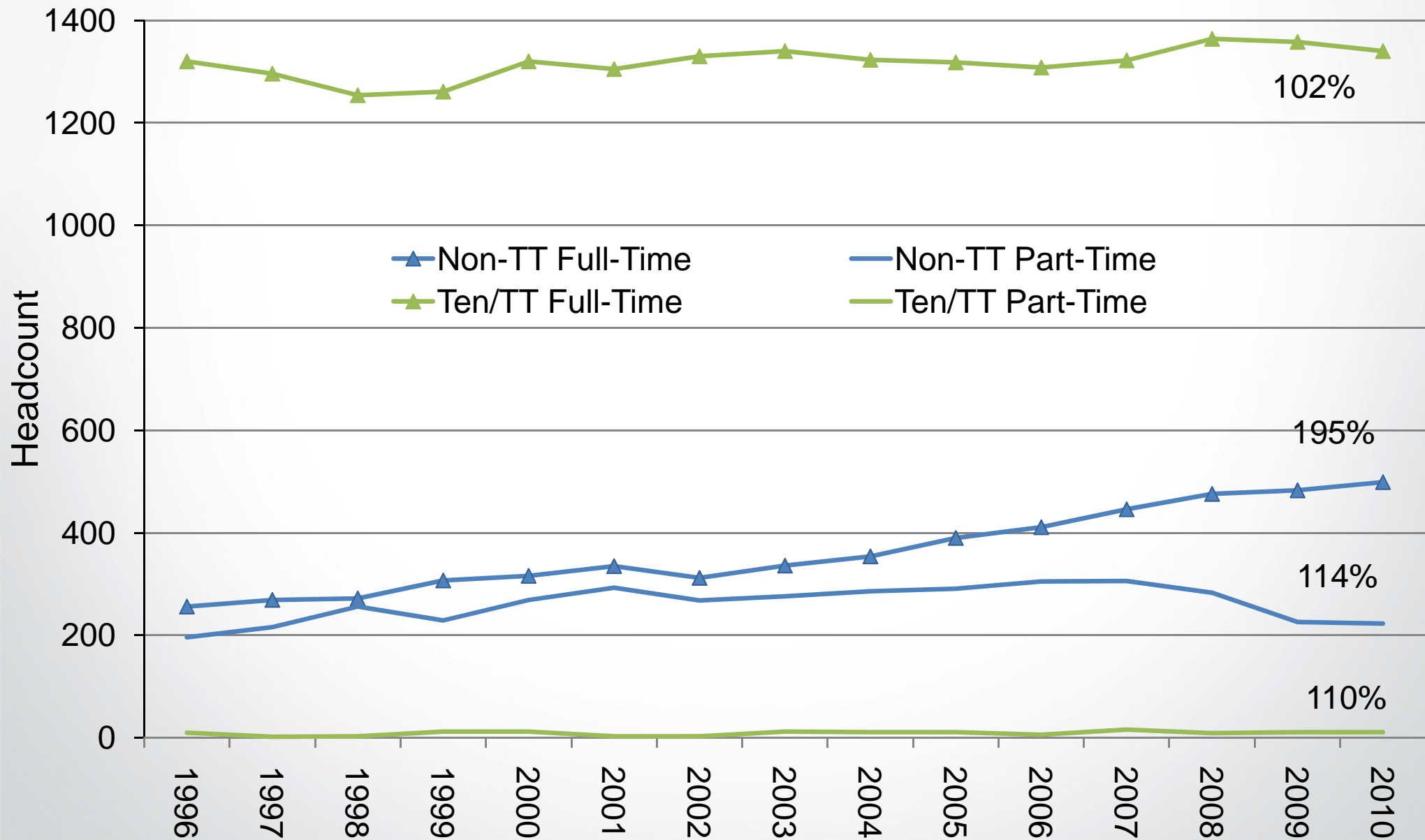
**IPEDS population:** permanent faculty plus those on leave with pay (used for peer comparisons)

# Faculty Census – Fall 2010

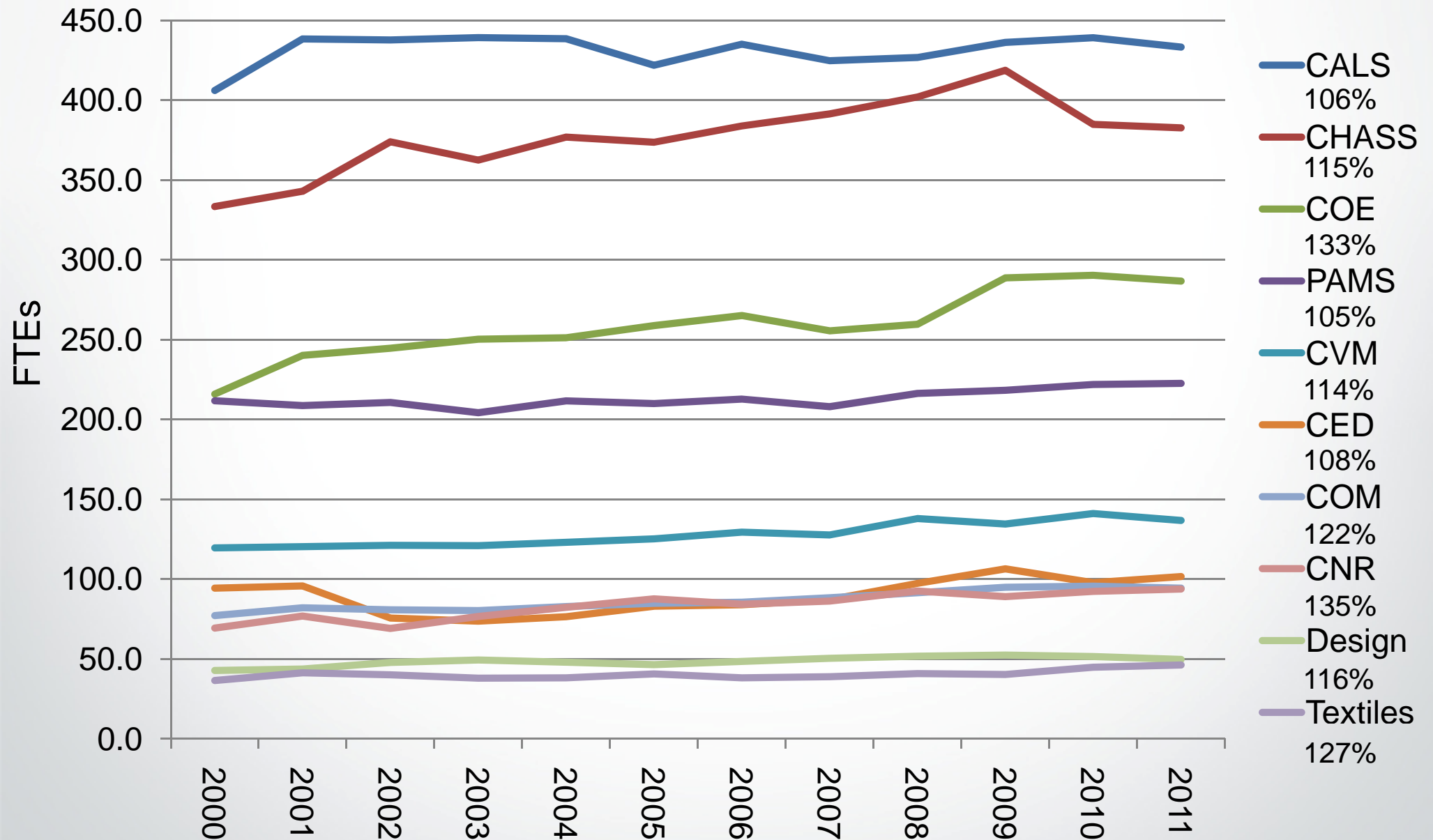
By Headcount	All	Full Time	Part Time
Tenured	1,047	1,026	21
On Tenure-Track	304	303	1
Not on Tenure-Track	722	426	296
<b>TOTAL</b>	<b>2,073</b>	<b>1,755</b>	<b>318</b>
By FTE	All	Full Time	Part Time
Tenured	1,039.3	1,026.0	13.3
On Tenure-Track	303.5	303.0	0.5
Not on Tenure-Track	561.6	426.0	135.6
<b>TOTAL</b>	<b>1,904.4</b>	<b>1,755.0</b>	<b>149.4</b>

Includes: Permanent faculty, temporary or visiting faculty, and faculty on leave with pay

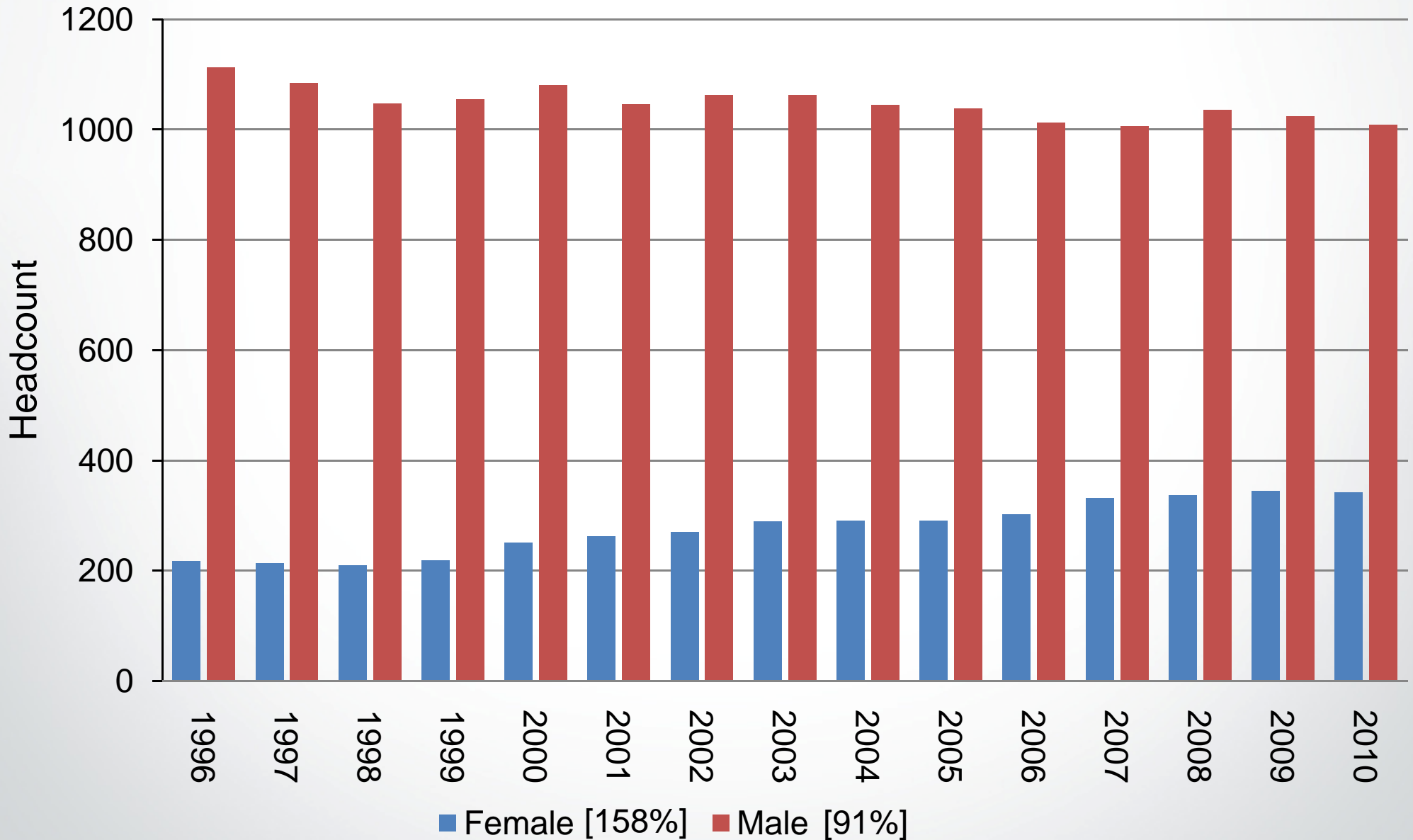
# Faculty Tenure Status by Full / Part-Time



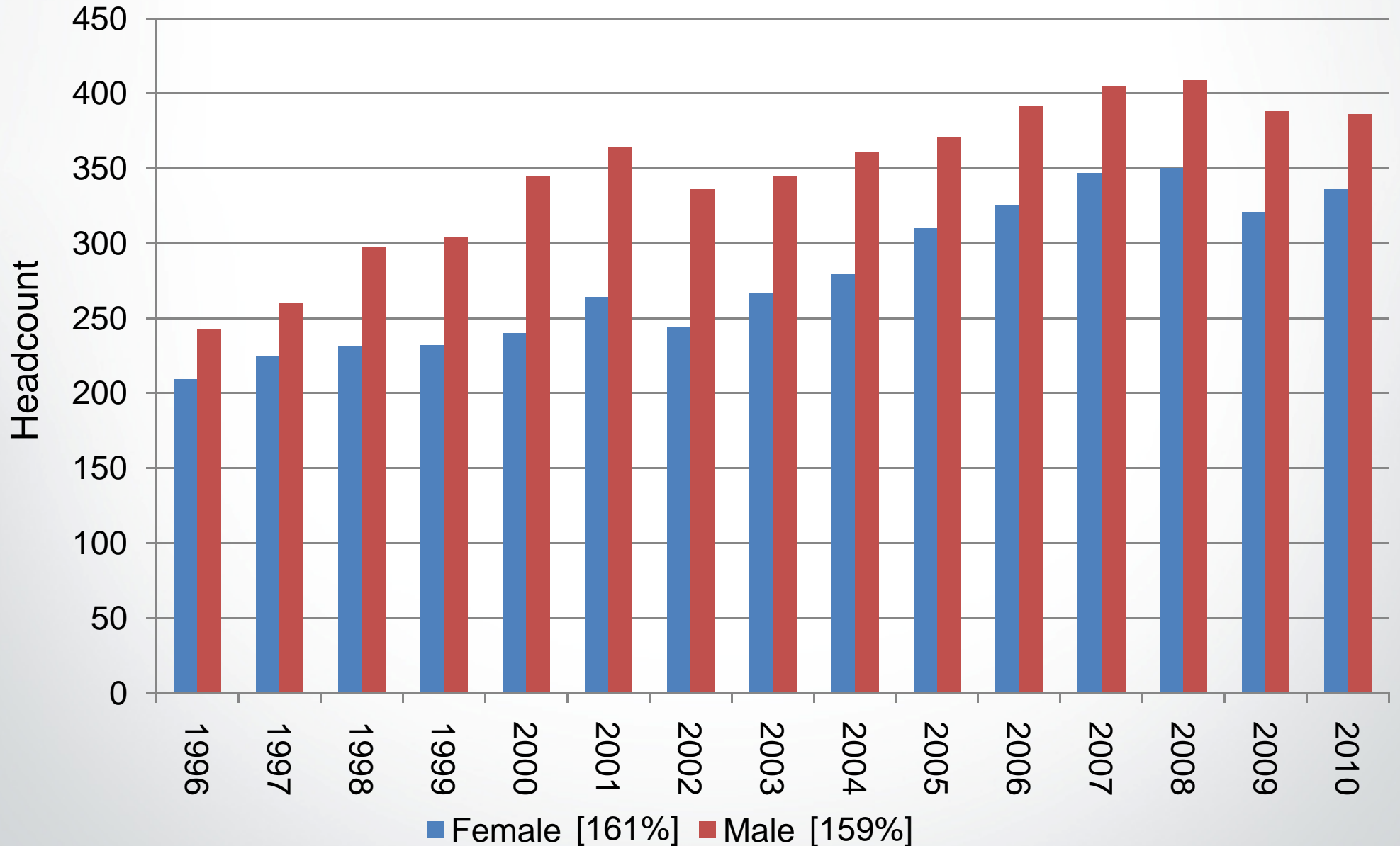
# Total Faculty FTEs



# Tenured/Tenure-Track Faculty by Gender

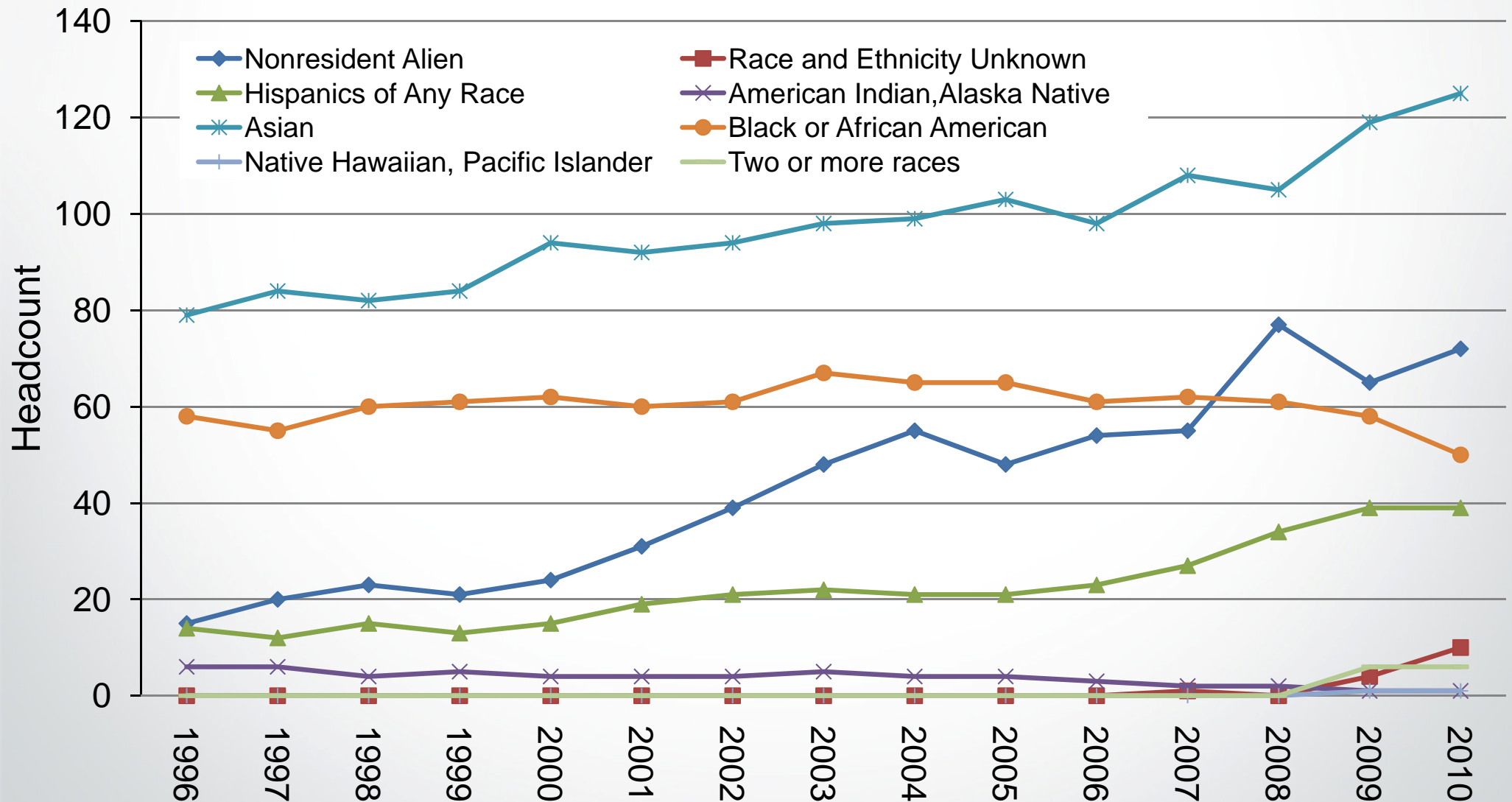


# Non-Tenure-Track Faculty by Gender

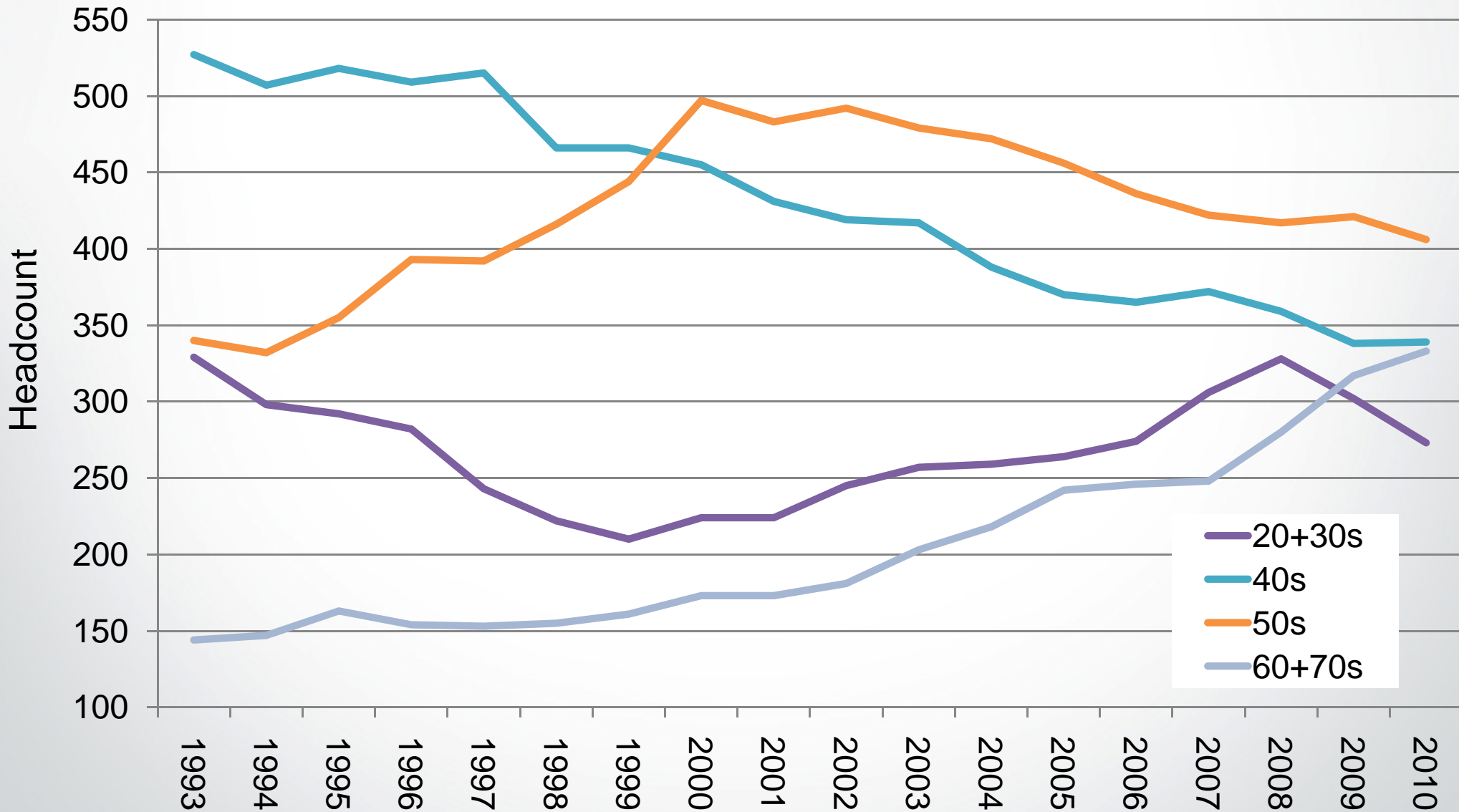




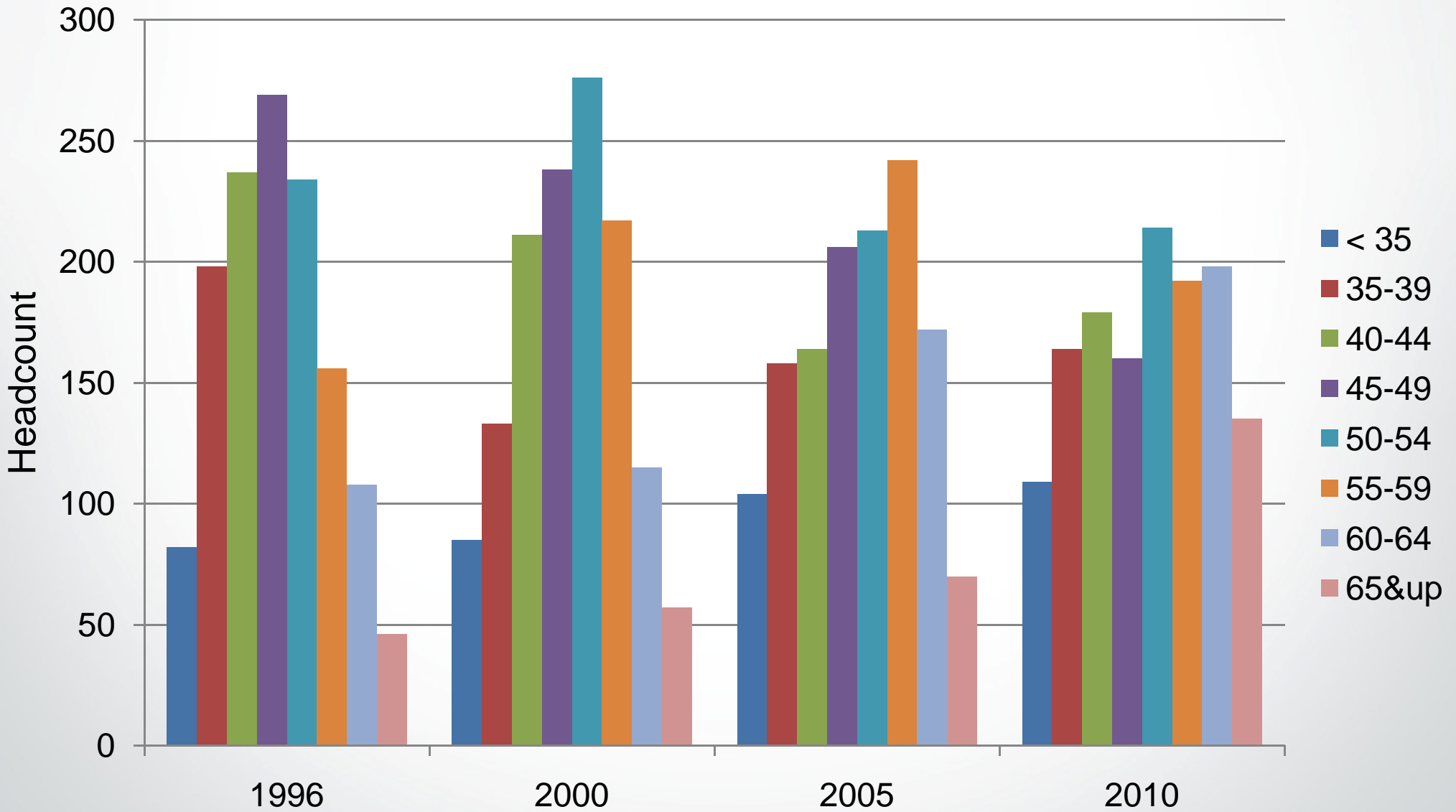
# Minority Tenured/Tenure-Track Faculty by Race/Ethnicity



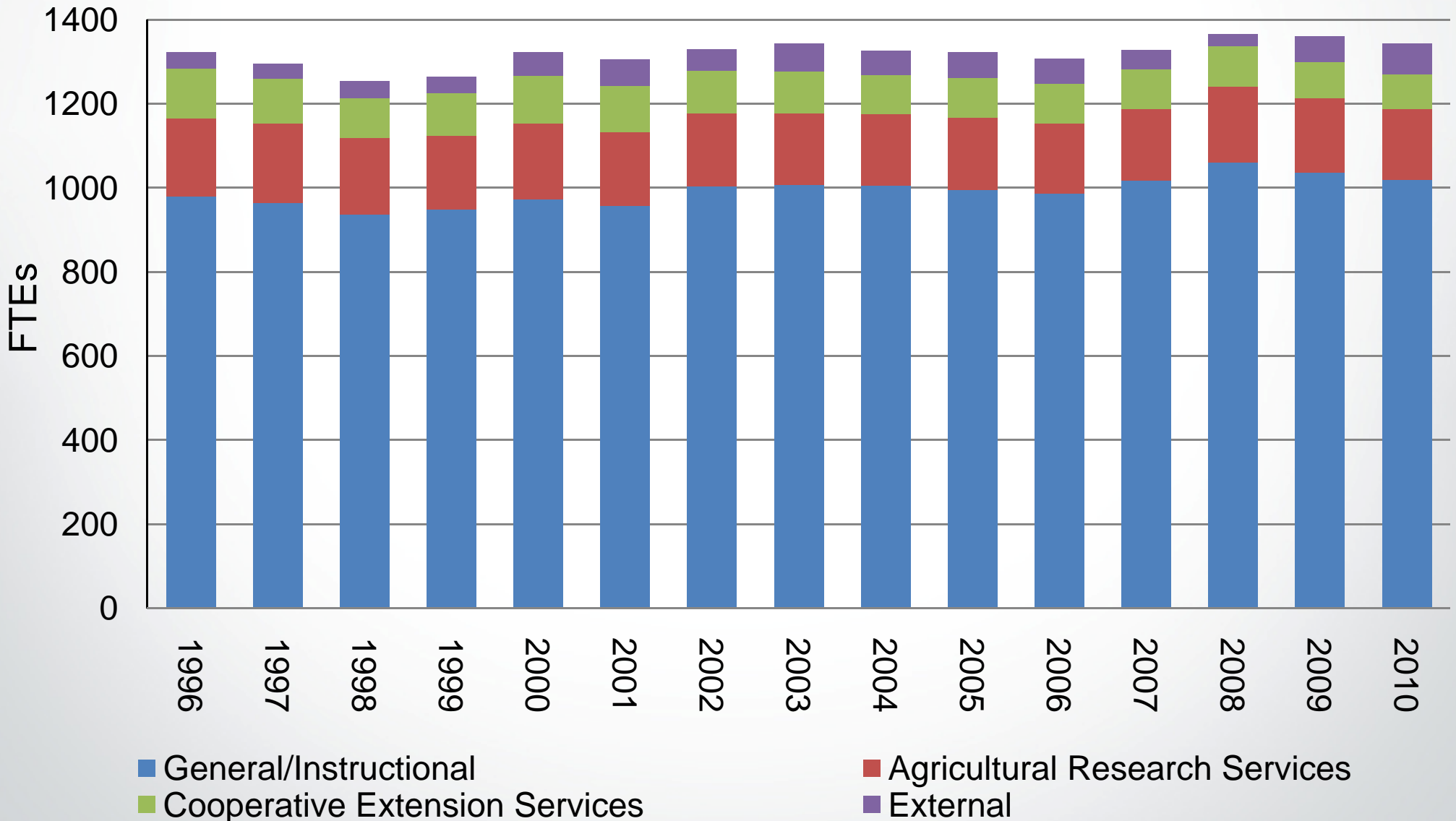
# Tenured/Tenure-Track Faculty Age Profile



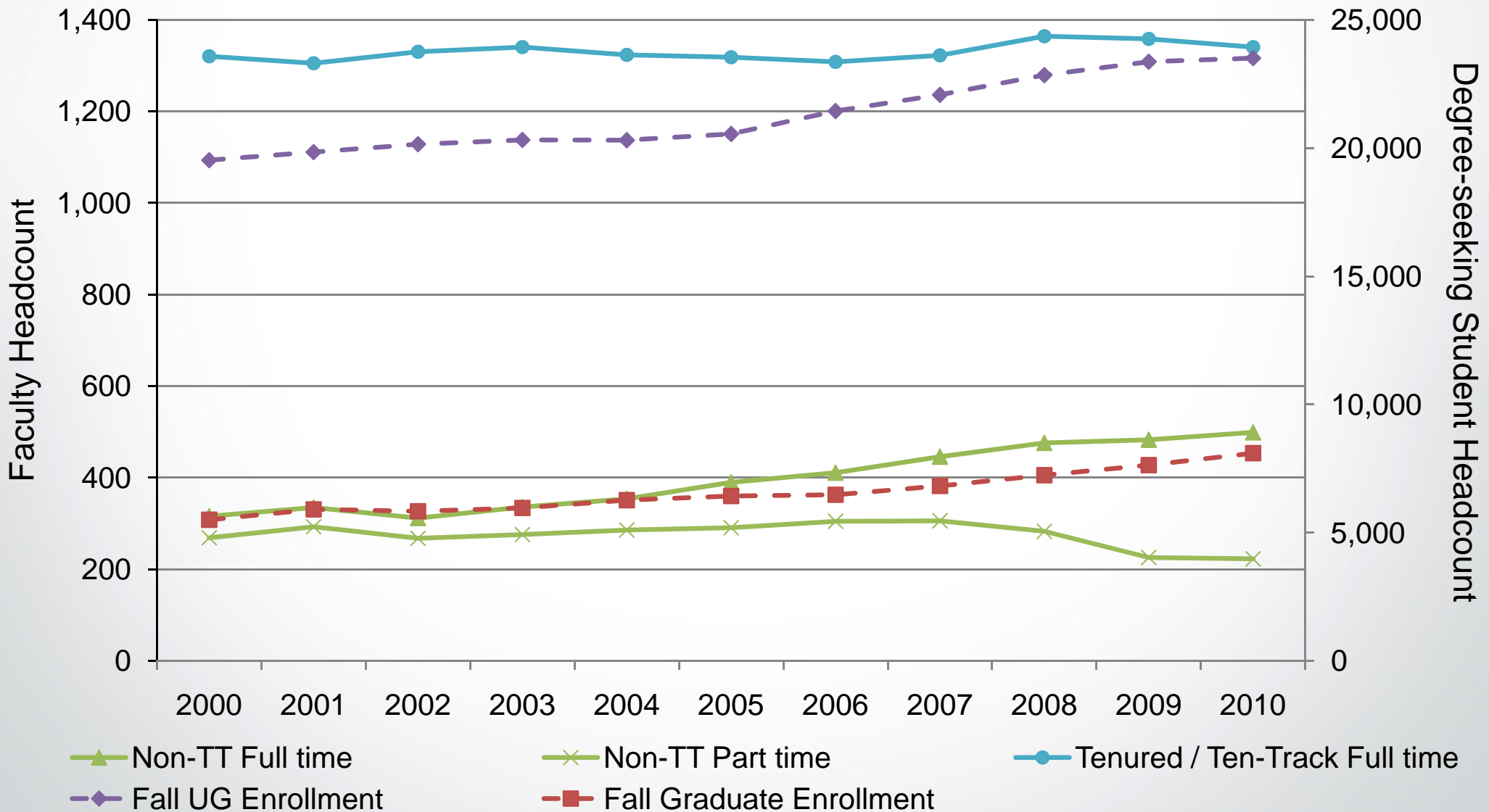
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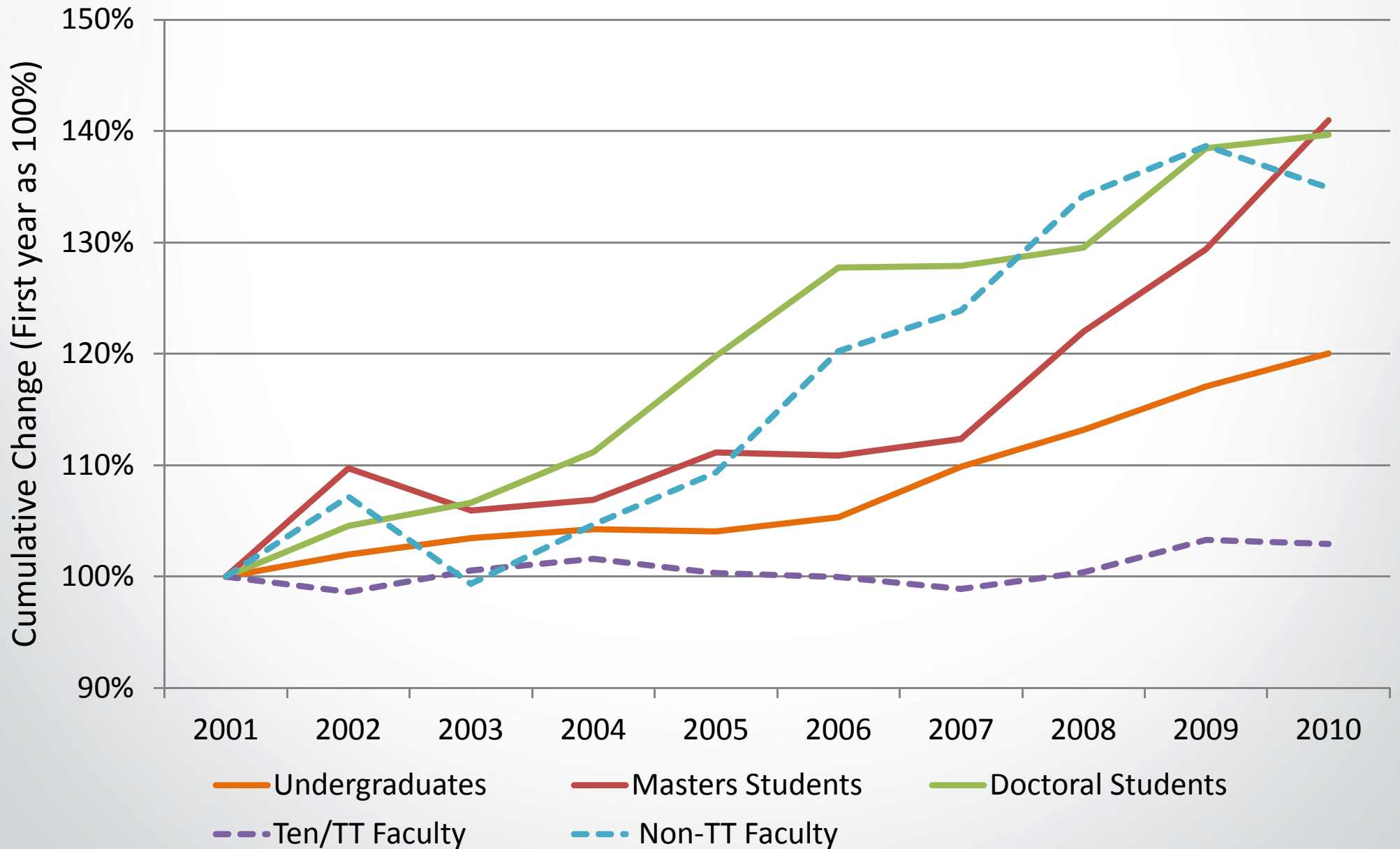
# Tenured/Tenure Track Faculty FTEs by Funding Source



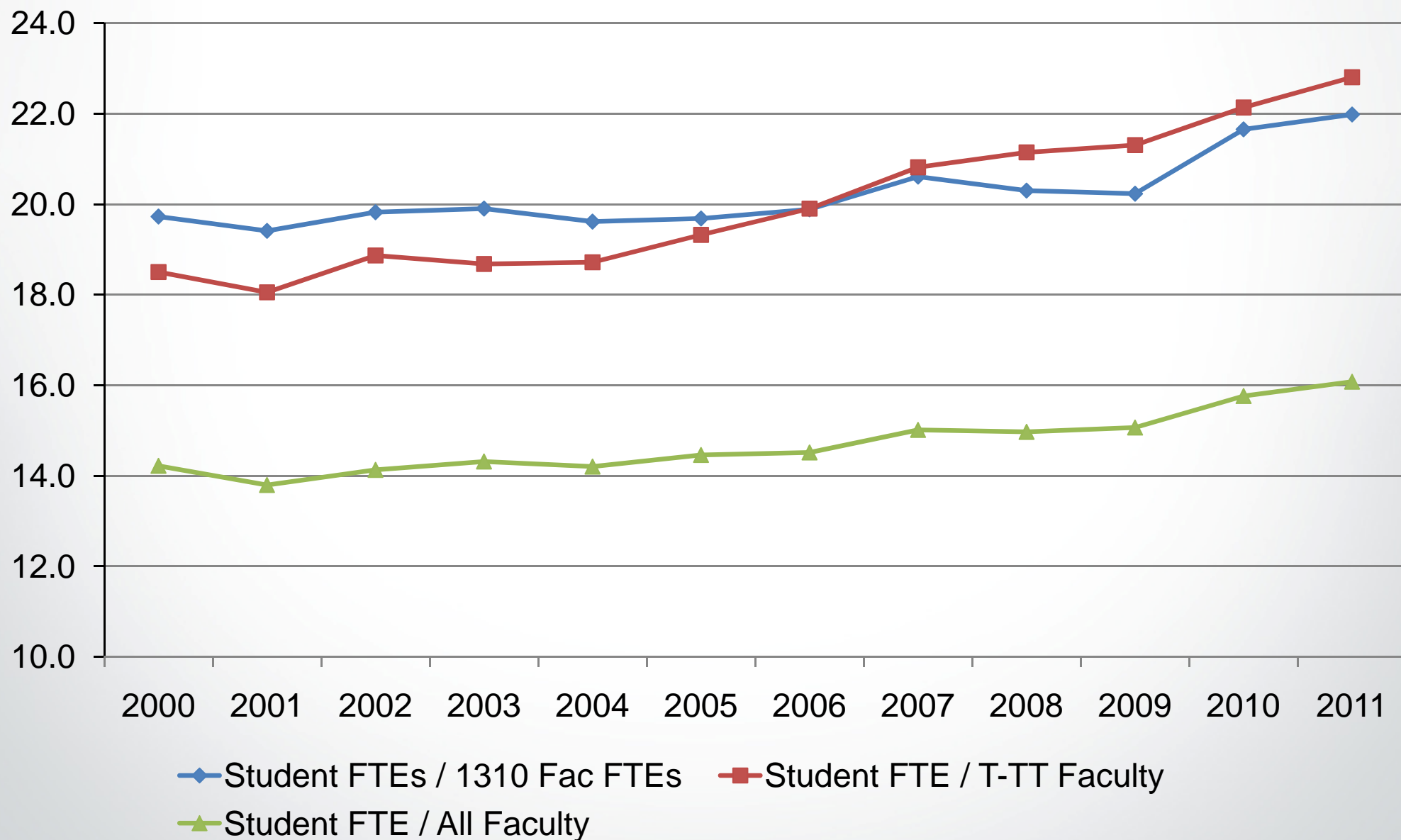
# Faculty Tenure Status, with Student Enrollment



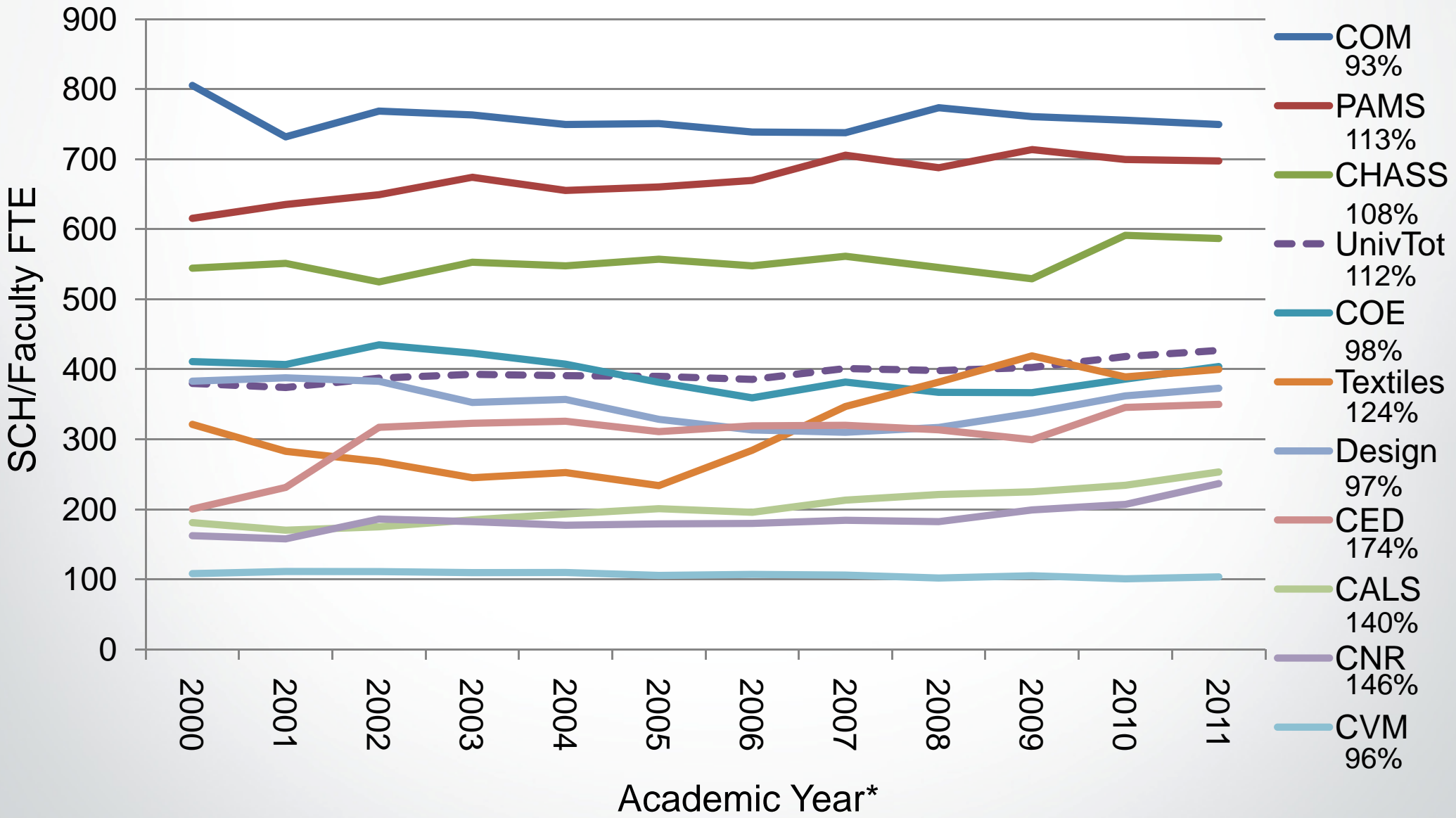
# Growth at NC State – Students and Faculty



# Student Enrollment FTEs/Faculty FTEs



# Total Student Credit Hour per Faculty FTE



SCHs include fall and spring semester, on-campus and DE

\* 2010 represents AY 2009-2010



# Average Faculty Salary (\$ Thousands)

Institution	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks
Cornell University	157.8	109.3	96.5	53.5	122.8
Georgia Tech	140.4	94.0	85.8	-	112.9
University of Maryland-College Park	134.4	94.5	82.4	59.8	102.7
University of Illinois-Urbana	133.5	84.8	80.3	53.9	103.5
Pennsylvania State University	133.5	89.0	75.9	49.8	90.1
Ohio State University	131.5	87.7	79.4	63.3	105.5
Michigan State University	125.2	87.0	69.1	43.4	94.5
University of California-Davis	123.8	84.7	78.7	-	104.5
University of Minnesota	123.2	85.1	78.5	45.9	92.4
University of Florida	122.1	80.0	68.4		89.4
Purdue University	122.1	84.8	77.4	52.0	96.4
Texas A&M	118.9	81.9	73.7	-	85.2
Virginia Tech	116.8	82.0	70.9	45.0	86.2
<b>North Carolina State University</b>	<b>116.1</b>	<b>83.9</b>	<b>70.4</b>	<b>61.0</b>	<b>88.5</b>
Iowa State University	114.3	82.3	73.7	27.4	88.3
University of Wisconsin-Madison	113.8	87.3	74.9	58.8	97.4
University of Georgia	107.1	78.1	74.3	50.2	86.6

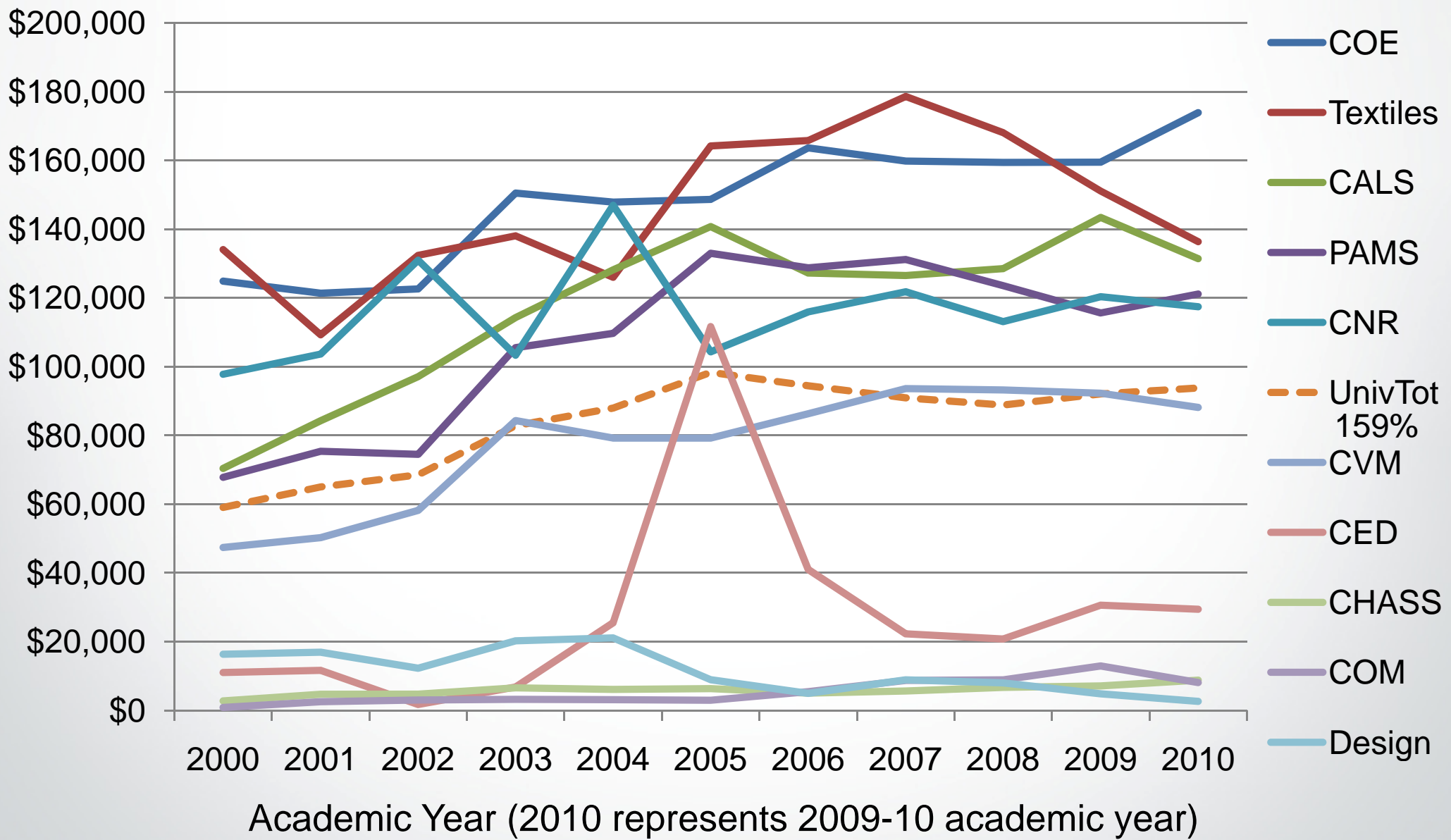
Source Note: Analysis prepared by University Planning & Analysis based on figures published in "The Annual Report on the Economic Status of the Profession," Academe, March/April 2011, American Association of University Professors. Data is Fall 2010.

# National Academy Members

Institution	IOM	NAE	NAS	Total Academy Members
Cornell University	8	25	39	72
University of Wisconsin-Madison	8	19	42	69
University of Illinois-Urbana	1	29	26	56
University of Minnesota	10	16	13	39
University of California-Davis	4	9	20	33
Georgia Tech	1	26	1	28
University of Maryland-College Park	1	13	14	28
Pennsylvania State University	3	9	14	26
Ohio State University	4	11	10	25
University of Florida	4	7	12	23
Purdue University	1	18	2	21
Texas A&M	1	14	5	20
<b>North Carolina State University</b>	<b>1</b>	<b>10</b>	<b>9</b>	<b>20</b>
Virginia Tech	0	11	3	14
Iowa State University	0	6	3	9
University of Georgia	1	1	6	8
Michigan State University	0	1	6	7

Source: The National Academies, May, 2011

# External Research per Faculty FTE



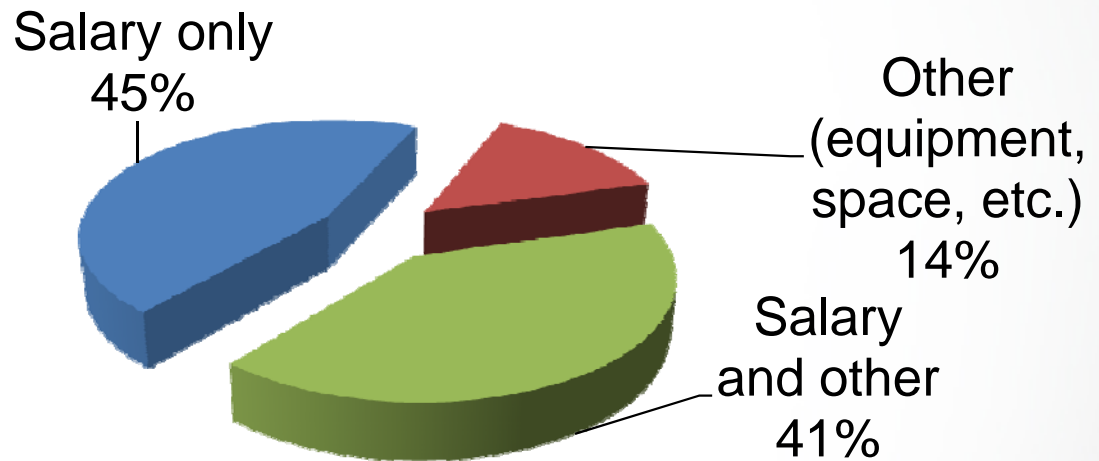
# Faculty Retentions

Tenured/tenure-track faculty FY 2002 to 2011

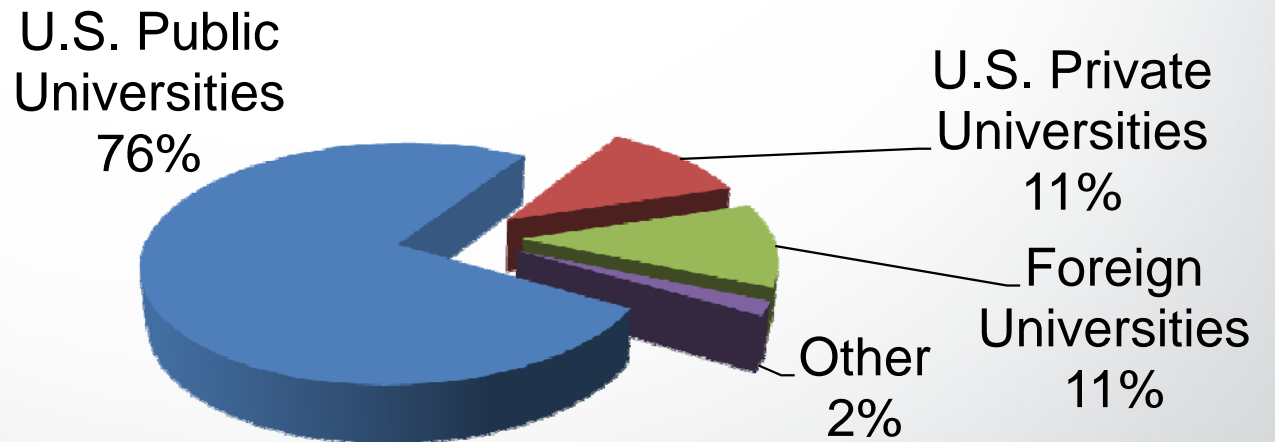
- 187 who met the review criteria left NCSU
- 158 counteroffers made
  - 120 (76%) were successful
  - 41 (26%) used UNC Recruitment and Retention Fund
- In 30 cases, colleges would have made a counteroffer if funds were available

# Faculty Retentions

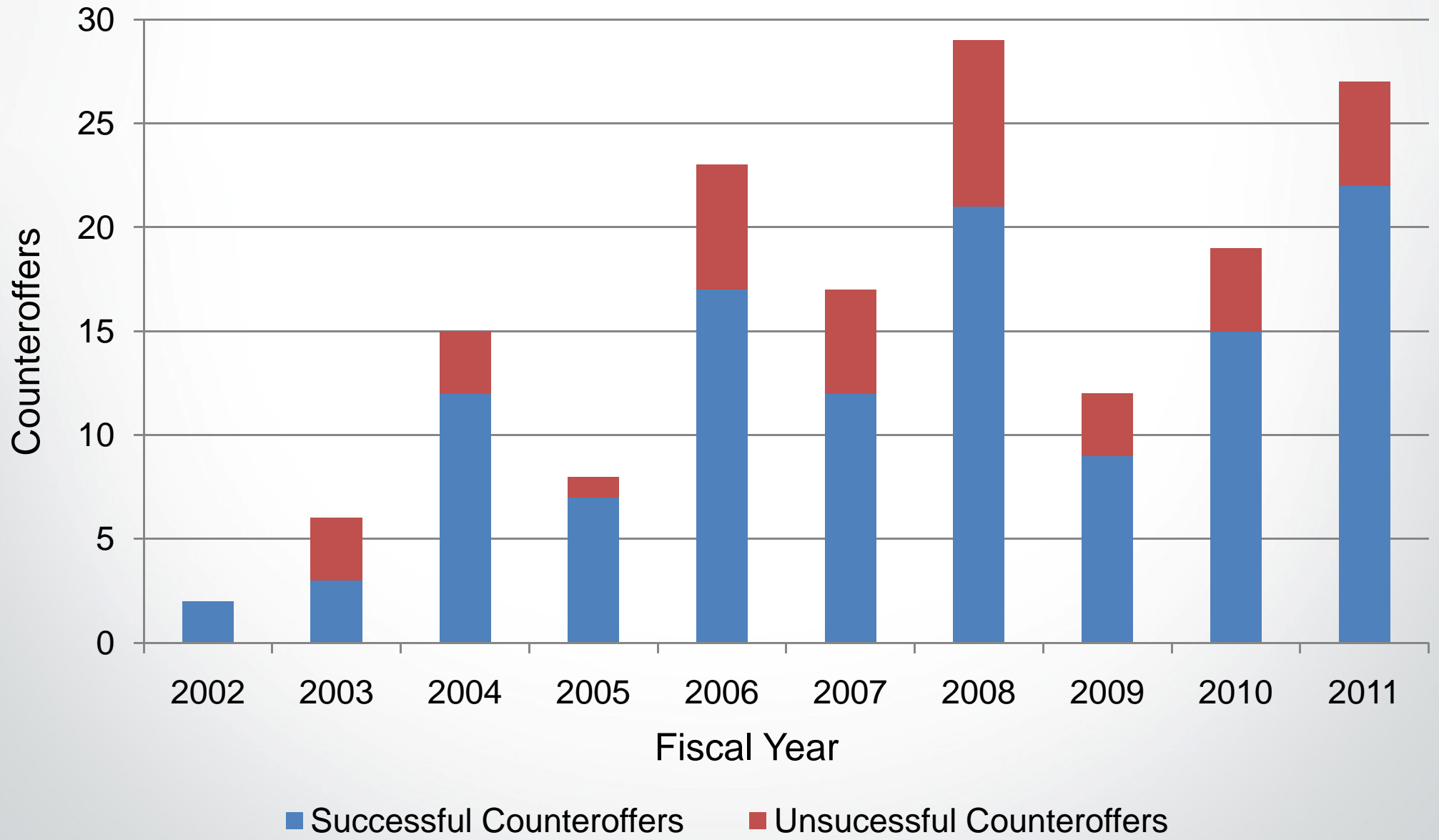
Nature of Counteroffer (If Known)



Destination of Faculty Who Left NC State (If Known)



# Faculty Retentions



# Faculty Start-up Commitments

College	2010-11	2011-12	2012-13	Totals
CALS	\$2,927,627	\$2,186,923	\$1,009,880	\$6,124,430
Design	\$63,500	\$81,500	\$60,000	\$205,000
Education	\$23,830	\$58,800	\$25,000	\$107,630
Engineering	\$3,950,831	\$6,574,224	\$4,088,737	\$14,613,792
CNR	\$355,000	\$90,000	\$60,000	\$505,000
CHASS	\$144,833	\$58,500	\$12,000	\$215,333
PAMS	\$2,751,351	\$2,117,932	\$1,888,767	\$6,758,049
Textiles	\$478,601	\$213,389	\$111,000	\$802,990
Vet Med	\$210,000	\$363,000	\$745,000	\$1,318,000
Management	\$61,088	\$21,579	\$0	\$82,667
<b>Totals</b>	<b>\$10,966,661</b>	<b>\$11,765,847</b>	<b>\$8,000,384</b>	<b>\$30,732,891</b>

Does not include commitments from Provost; VC for Research, Innovation, and Economic Development; or VC for Finance and Business

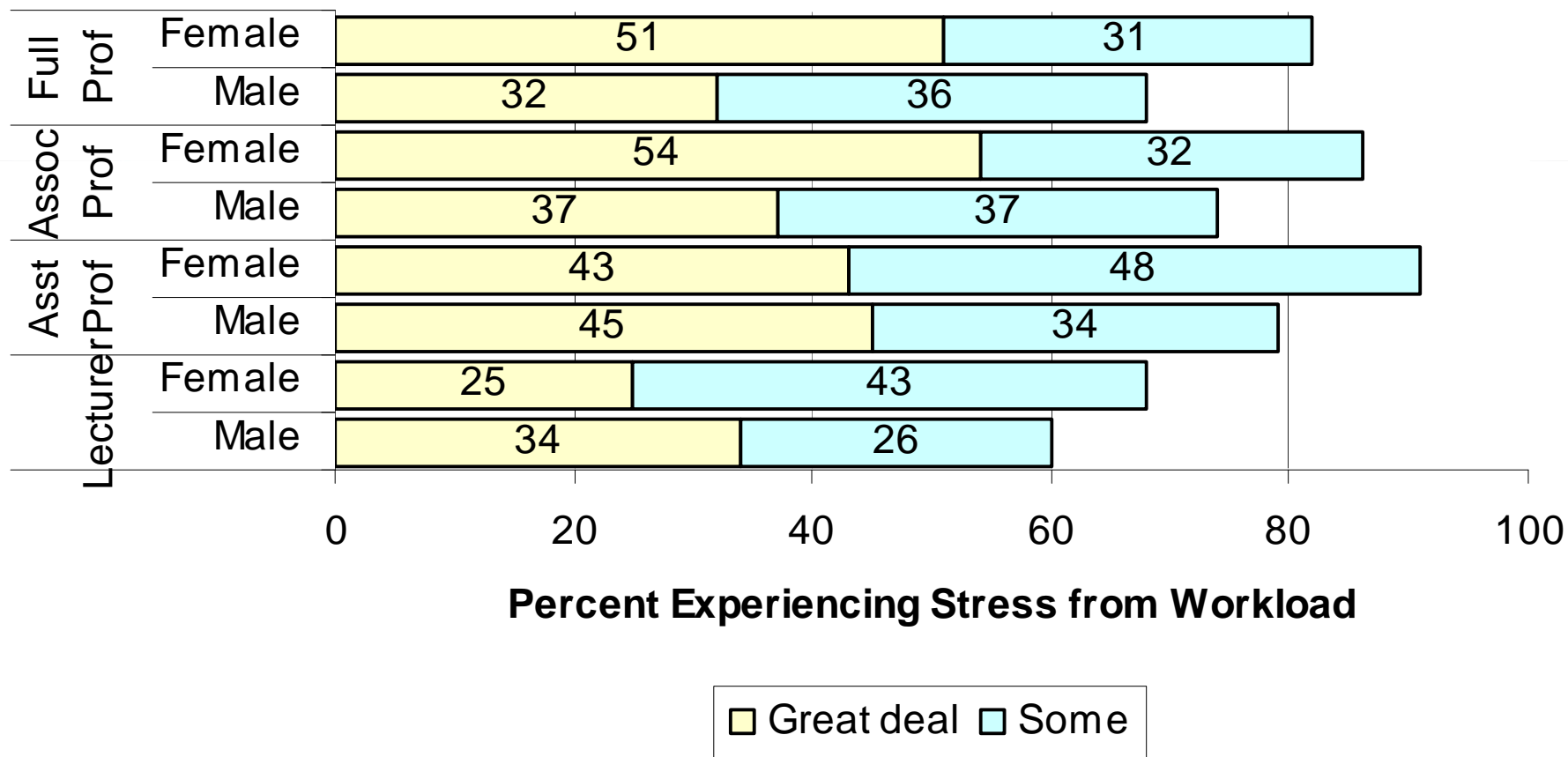
## 2006 Faculty Well-Being Survey

- Survey population (N=1,625)
  - Tenure/tenure-track and non-tenure-track faculty
  - FTE of at least .75 in both AY05-06 and AY06-07
- 69.7% response rate



# 2006 Faculty Well-Being Survey

## Workload and Stress (by rank/gender)

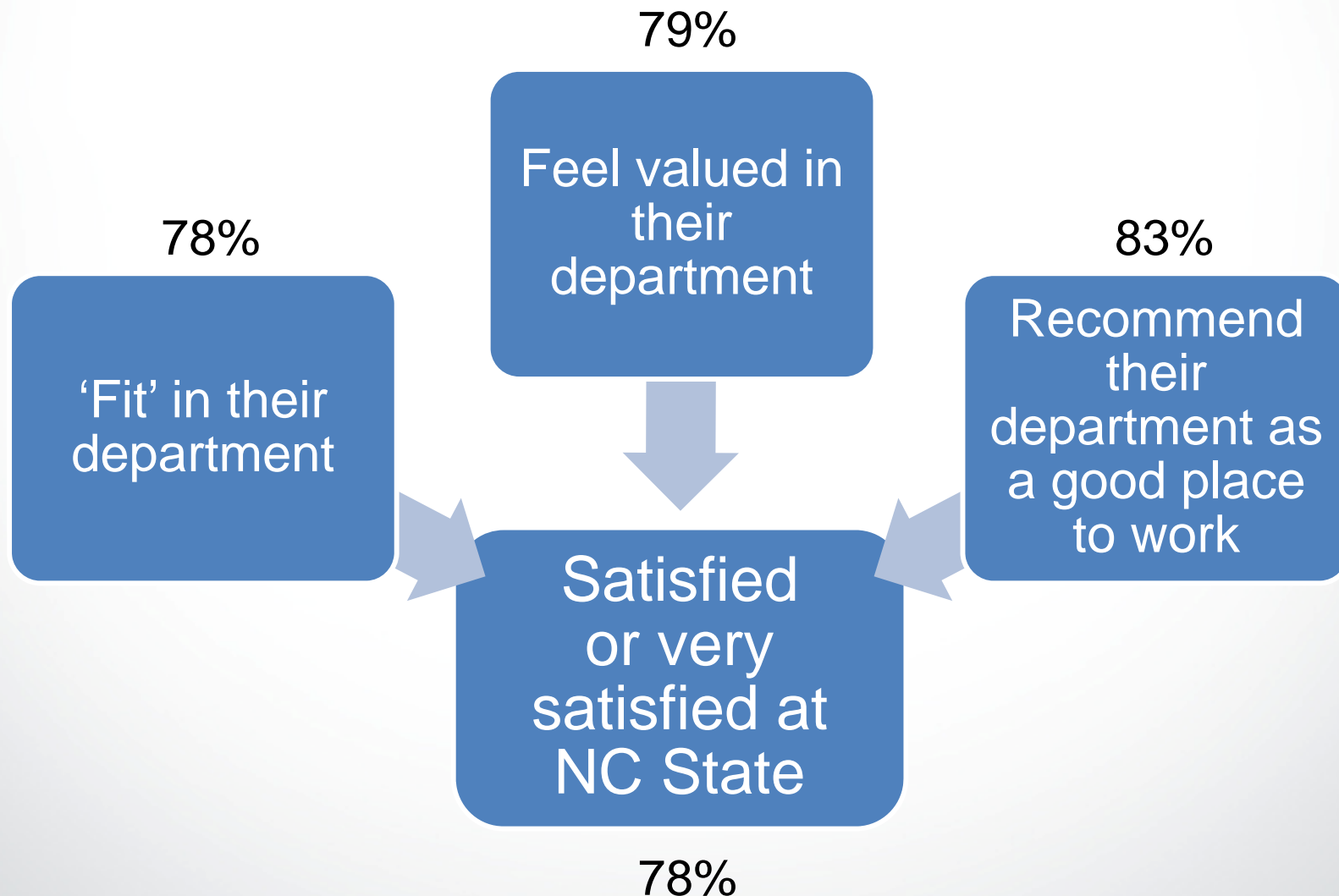


# 2006 Faculty Well-Being Survey

## Support for Work/Life Balance

- Three-fourths of faculty **agree** that their *department* and *NC State* provide an *environment that enables them to successfully balance their work and personal life*
- Less likely to agree:
  - Associate Professors
  - Women at every rank (especially Assistant & Associate Professors)

# 2006 Faculty Well-Being Survey



## COACHE Survey

- Developed by Collaborative on Academic Careers in Higher Education
- Over 120 participating colleges/universities and 10,000+ respondents
- Survey population
  - Full-time, pre-tenure tenure-track; not in terminal year
  - Hired prior to Summer 2008
- NC State and other UNC campuses awarding tenure participated in 2005-06 and 2008-09 surveys

## COACHE Survey (2008-09)

### **Best Aspects of NC State**

- Geographic location
- Quality of colleagues
- Sense of “fit”
- Support of colleagues

### **Worst Aspects of NC State**

- Lack of assistance for grant proposals
- Compensation
- Quality of graduate students
- Quality of facilities

## 2011-2020 Strategic Plan Goals

### 2. *Enhance scholarship and research by investing in faculty and infrastructure.*

#### Strategies:

- Increase number of tenured and tenure-track faculty
- Recruit leading scholars
- Provide opportunities for faculty career development
- Build a robust research infrastructure
- Align research resources to advance the capacity of researchers and partners
- Promote flexible, lean, and efficient administrative processes for research



## 2011-2020 Strategic Plan Goals

3. *Enhance interdisciplinary scholarship to address the grand challenges of society.*

### Strategies:

- Continually refine broad areas of emphasis in which NC State has strategic research strength
- Concentrate investment of university resources in identified areas of emphasis
- Lower barriers between disciplines and departments
- Establish processes to facilitate and reward interdisciplinary research
- Reorganize graduate training into more flexible graduate fields of study.



# Questions and Comments

