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

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Land Grant</th>
<th>Carnegie Class</th>
<th>Carnegie Engaged University</th>
<th>AAU</th>
<th>MD/DO</th>
<th>Hospital</th>
<th>DVM</th>
<th>Total Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>Y</td>
<td>VHRU</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>28,902</td>
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<tr>
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<td>VHRU</td>
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<td>N</td>
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<td>N</td>
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<td>Y</td>
<td>Y</td>
<td>N</td>
<td>38,767</td>
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<tr>
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<td>Y</td>
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<td>31,247</td>
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<td>Y</td>
<td>Y</td>
<td>N</td>
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<td>N</td>
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<tr>
<td>Virginia Polytechnic and State University</td>
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<td>VHRU</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>30,870</td>
</tr>
</tbody>
</table>

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

Cumulative Change (First year as 100%)

Academic Year

- Undergraduates
- Masters Students
- Doctoral Students
NC State Trends – Expenditures & Educational Requirements

Cumulative Change (First year as 100%)

Fiscal Year

2002 2003 2004 2005 2006 2007 2008 2009 2010

- Total Expenditures
- Total Educational Requirements (TER)
- TER per Student FTE
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

<table>
<thead>
<tr>
<th>By Headcount</th>
<th>All</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured</td>
<td>1,047</td>
<td>1,026</td>
<td>21</td>
</tr>
<tr>
<td>On Tenure-Track</td>
<td>304</td>
<td>303</td>
<td>1</td>
</tr>
<tr>
<td>Not on Tenure-Track</td>
<td>722</td>
<td>426</td>
<td>296</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,073</td>
<td>1,755</td>
<td>318</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>By FTE</th>
<th>All</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured</td>
<td>1,039.3</td>
<td>1,026.0</td>
<td>13.3</td>
</tr>
<tr>
<td>On Tenure-Track</td>
<td>303.5</td>
<td>303.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Not on Tenure-Track</td>
<td>561.6</td>
<td>426.0</td>
<td>135.6</td>
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<td><strong>TOTAL</strong></td>
<td>1,904.4</td>
<td>1,755.0</td>
<td>149.4</td>
</tr>
</tbody>
</table>

Includes: Permanent faculty, temporary or visiting faculty, and faculty on leave with pay.
Faculty Tenure Status by Full / Part-Time

- Non-TT Full-Time
- Non-TT Part-Time
- Ten/TT Full-Time
- Ten/TT Part-Time

Headcount

- 1996: 200
- 1997: 220
- 1998: 230
- 1999: 240
- 2000: 250
- 2001: 260
- 2002: 270
- 2003: 280
- 2004: 290
- 2005: 300
- 2006: 310
- 2007: 320
- 2008: 330
- 2009: 340
- 2010: 350

- 1996: 400
- 1997: 420
- 1998: 440
- 1999: 460
- 2000: 480
- 2001: 500
- 2002: 520
- 2003: 540
- 2004: 560
- 2005: 580
- 2006: 600
- 2007: 620
- 2008: 640
- 2009: 660
- 2010: 680

- 1996: 600
- 1997: 620
- 1998: 640
- 1999: 660
- 2000: 680
- 2001: 700
- 2002: 720
- 2003: 740
- 2004: 760
- 2005: 780
- 2006: 800
- 2007: 820
- 2008: 840
- 2009: 860
- 2010: 880
Total Faculty FTEs

- CALS: 106%
- CHASS: 115%
- COE: 133%
- PAMS: 105%
- CVM: 114%
- CED: 108%
- COM: 122%
- CNR: 135%
- Design: 116%
- Textiles: 127%
Tenured/Tenure-Track Faculty by Gender

- Female [158%]
- Male [91%]
Non-Tenure-Track Faculty by Gender

Headcount

- Female [161%]
- Male [159%]
Minority Tenured/Tenure-Track Faculty by Race/Ethnicity
Tenured/Tenure-Track Faculty Age Profile

Headcount

- 20+30s
- 40s
- 50s
- 60+70s

Years:
- 1993
- 1994
- 1995
- 1996
- 1997
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010

The graph shows the headcount of faculty members in different age groups from 1993 to 2010.
Tenured/Tenure-Track Faculty Age Profile

NC STATE UNIVERSITY

Tenured/Tenure-Track Faculty Age Profile

Headcount

< 35 | 35-39 | 40-44 | 45-49 | 50-54
---|---|---|---|---
1996 | 200 | 150 | 250 | 200
2000 | 250 | 200 | 300 | 250
2005 | 150 | 100 | 200 | 150
2010 | 100 | 50 | 150 | 100

50-54 | 60-64 | 65&up
---|---|---
2000 | 150 | 100
2005 | 100 | 50
2010 | 50 | 20

1996 2000 2005 2010
Tenured/Tenure Track Faculty FTEs by Funding Source

- General/Instructional
- Agricultural Research Services
- Cooperative Extension Services
- External
Faculty Tenure Status, with Student Enrollment
Growth at NC State – Students and Faculty

Cumulative Change (First year as 100%)

- Undergraduates
- Masters Students
- Doctoral Students
- Ten/TT Faculty
- Non-TT Faculty

Years: 2001 to 2010
Total Student Credit Hour per Faculty FTE

**Academic Year**: SCHs include fall and spring semester, on-campus and DE  
*2010 represents AY 2009-2010*
## Average Faculty Salary ($ Thousands)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>Instructor</th>
<th>All Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cornell University</td>
<td>157.8</td>
<td>109.3</td>
<td>96.5</td>
<td>53.5</td>
<td>122.8</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>140.4</td>
<td>94.0</td>
<td>85.8</td>
<td>-</td>
<td>112.9</td>
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<tr>
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<td>134.4</td>
<td>94.5</td>
<td>82.4</td>
<td>59.8</td>
<td>102.7</td>
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<tr>
<td>University of Illinois-Urbana</td>
<td>133.5</td>
<td>84.8</td>
<td>80.3</td>
<td>53.9</td>
<td>103.5</td>
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<tr>
<td>Pennsylvania State University</td>
<td>133.5</td>
<td>89.0</td>
<td>75.9</td>
<td>49.8</td>
<td>90.1</td>
</tr>
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<td>87.7</td>
<td>79.4</td>
<td>63.3</td>
<td>105.5</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>125.2</td>
<td>87.0</td>
<td>69.1</td>
<td>43.4</td>
<td>94.5</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>123.8</td>
<td>84.7</td>
<td>78.7</td>
<td>-</td>
<td>104.5</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>123.2</td>
<td>85.1</td>
<td>78.5</td>
<td>45.9</td>
<td>92.4</td>
</tr>
<tr>
<td>University of Florida</td>
<td>122.1</td>
<td>80.0</td>
<td>68.4</td>
<td></td>
<td>89.4</td>
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<tr>
<td>Purdue University</td>
<td>122.1</td>
<td>84.8</td>
<td>77.4</td>
<td>52.0</td>
<td>96.4</td>
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<td>Texas A&amp;M</td>
<td>118.9</td>
<td>81.9</td>
<td>73.7</td>
<td>-</td>
<td>85.2</td>
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<td>116.8</td>
<td>82.0</td>
<td>70.9</td>
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<td>86.2</td>
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<td><strong>116.1</strong></td>
<td><strong>83.9</strong></td>
<td><strong>70.4</strong></td>
<td><strong>61.0</strong></td>
<td><strong>88.5</strong></td>
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<tr>
<td>Iowa State University</td>
<td>114.3</td>
<td>82.3</td>
<td>73.7</td>
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<td>88.3</td>
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<td>74.3</td>
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<td>86.6</td>
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# National Academy Members

<table>
<thead>
<tr>
<th>Institution</th>
<th>IOM</th>
<th>NAE</th>
<th>NAS</th>
<th>Total Academy Members</th>
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<tbody>
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<td>Cornell University</td>
<td>8</td>
<td>25</td>
<td>39</td>
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<tr>
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<tr>
<td>University of Minnesota</td>
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<tr>
<td>University of California-Davis</td>
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<td>20</td>
<td>33</td>
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<td>Georgia Tech</td>
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<td>University of Maryland-College Park</td>
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<td>13</td>
<td>14</td>
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<td>Pennsylvania State University</td>
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<td>14</td>
<td>26</td>
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<tr>
<td>Ohio State University</td>
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<td>25</td>
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<tr>
<td>University of Florida</td>
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<td>7</td>
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<td><strong>20</strong></td>
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<tr>
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<tr>
<td>Michigan State University</td>
<td>0</td>
<td>1</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

Source: The National Academies, May, 2011
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)
- Salary only: 45%
- Other (equipment, space, etc.): 14%
- Salary and other: 41%

U.S. Public Universities: 76%
U.S. Private Universities: 11%
Foreign Universities: 11%
Other: 2%

Destination of Faculty Who Left NC State (If Known)
Faculty Retentions

Fiscal Year

Counters

Successful Counteroffers

Unsuccessful Counteroffers
## Faculty Start-up Commitments

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

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 0.75 in both AY05-06 and AY06-07
- 69.7% response rate
2006 Faculty Well-Being Survey

Workload and Stress (by rank/gender)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Prof</td>
<td>51</td>
<td>32</td>
<td>31</td>
<td>36</td>
</tr>
<tr>
<td>Assoc Prof</td>
<td>54</td>
<td>37</td>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td>Asst Prof</td>
<td>43</td>
<td>45</td>
<td>48</td>
<td>34</td>
</tr>
<tr>
<td>Lecturer</td>
<td>25</td>
<td>34</td>
<td>43</td>
<td>26</td>
</tr>
</tbody>
</table>

Percent Experiencing Stress from Workload

- Great deal
- Some
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

- 79% Feel valued in their department
- 78% ‘Fit’ in their department
- 83% Recommend their department as a good place to work
- 78% Satisfied or very satisfied at NC State
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