

**Faculty Senate**  
**November 4, 2008**

Report of the Chair of the Faculty

*This report provides a summary of the discussions at the three open forums sponsored by the Task Force. I've tried to provide some of the key issues and concerns discussed in each forum. The recommendations for academic standards and policies from 2.8 of the report are now in the hands of the Admission and Retention Policies and Academic Standards Committees.*

**Open Forums on Strategic Enrollment Management**

At each session, Dr. Bailey explained that these recommendations from the Task Force on Strategic Enrollment Management are intended to be options for pursuing an appropriate enrollment management strategy. The report will be presented to the Board of Trustees at the November Board meeting.

Following the forums and the meeting of the Task Force on October 30, the final draft of the Report was prepared, and is now ready for discussion, revision, and approval by the university community, and implementation by the appropriate individuals and units.

The four major issues around which the report is focused are:

- Access
- Retention and graduation rates
- Academic program mix
- Infrastructure

**Access**

Several individuals pointed out the risk of slowing growth, since a smaller increase in enrollment means fewer enrollment increase funding dollars. But, the impact of the unrestrained growth over the last decade was clear this fall: a higher yield of first-time, full-time first year students that exposed the weaknesses in infrastructure—classroom, office, and housing space, lack of student services, increased need for part time faculty, etc.

Tension between access and quality will have to be addressed. While we want to be able to serve our traditional student base, 60% of our total enrollment comes from west of I95—a change from the traditional makeup of our student population.

**Retention and graduation rates**

Retention and graduation rates must be the focus now—retention rates are dropping and graduation rates are stagnant, but a higher quality student population should address those issues. Future funding may be tied to graduation and retention rates

Among the concerns surrounding students are the following:

- Dropouts (withdrawal from classes last 2 semesters)—50% are DE graduate students
- Seniors with 90+ hours also withdraw
- Standards for retention/academic standing/appropriate GPAs to continue
- Retention numbers from the 1<sup>st</sup> to the 2<sup>nd</sup> year, but also after 3-4 years: What are the factors that impact students' ability/desire to return? Surveys are being revised in such a way that we can better ascertain the reasons for their leaving/not returning to the university.
- Increased standards for Community College transfer students



- Number of grade replacements and how they affect GPA and financial aid; Fundamental lack of understanding of GPA—and how long it takes it to improve; training for both students and parents can be made available on the website
- Importance of COAD 1000 to retention of first year students

Synergy between units and university as a whole is important and we should work together to try to identify students who may transfer.

The participants in the forums identified support for tutoring programs as one way to aid retention. But others felt that we should not usurp the role of the community colleges, but should work with them to ensure that students who need more college preparation get appropriate support.

### **Academic program mix**

Questions were raised about the availability and enrollment of traditional on campus students in online classes intended for off campus students as well as the appropriateness of online classes for traditional students.

Concerns were also raised about students registering for UNC Online classes—space available basis? Who makes decisions about mix in the class? Articulation among campuses? Quality control of the classes? Who determines what is appropriate for a particular ECU degree?

University College/Studies degree has been proposed. Concerns about students whose GPAs are too low for specific majors are balanced by the wisdom and feasibility of such a degree. Faculty members expressed concerns about the negative connotations of such terms as “General Studies” or “University Studies” degree.

As we develop programs, we need to look at big picture and the impact on both graduate and undergraduate programs. Our mission pertaining to an undergraduate education can be enhanced by strong, productive graduate programs and research agenda.

### **Infrastructure**

Continued concerns about:

- Banner implementation
- Financial aid
- Appropriate faculty resources; teaching, clinical, research
- Need for improvement of counseling center
- Duplication of resources with various tutoring programs
- Quality of space, efficient use of space



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### Report from the Faculty Assembly Meeting of Friday October 24, 2008

**Vice President Harold Martin** spoke about the possibilities of Branch campuses in the near future. He stated that Section 203.B Other Powers and Duties of the Board of Governors includes the powers to collaborate with community colleges and to create Branch Campuses. Currently none of the partnerships now being pursued are intended to produce physical facilities. This includes North Carolina Wesleyan College in Rocky Mount.

The SACS definition of a Branch Campus indicates it has its own administration and confers 51% of the degrees of its students on that campus. Dr. Martin indicated that if, at some time in the future, Wesleyan College reclaimed "political energy" again that the central administration would probably be based at ECU. However, since the local community colleges were not in favor of the idea of bringing Wesleyan into the UNC system, and since there was no indication that high school students in the area would have any additional preparedness for college, or that such a move would encourage regional development it is doubtful this issue will arise again in the near future. He concluded that collaborations will be strengthened, but they will not take on the form of Branch Campuses.

Dr. Martin then discussed Non Tenure Track Faculty. He began by reminding the assembly that it had formed a committee on this topic in 2002 and that this committee had performed an extensive literature search and made eight recommendations. Currently, the North Carolina School of the Arts was the only constituent of the University System without tenure. Within the Universities of the UNC system the proportion of the faculty who were non tenure track has been increasing. ( See Attachment "A" ) In 1997 the percentage of the faculty in all Universities in the system who were not tenure track was 38%, by 1997 the percentage had increased to 43%, this number had increased to 49% in 2007 and is currently around 51%. The national average is around 60% according to Dr. Martin.

The emphasis of General Administration will be on encouraging multi year contracts. One concern is that the budget reversions of this year and possibly the next may impact the number of non tenure track faculty since their positions are sometimes paid for in lapsed salary dollars. A new committee will be established to advise on best practices in hiring and developing non tenure track faculty.

**A video link was then established with UNC- C** where a program for faculty recruitment, retention and development was discussed. This program focused on hiring women and minorities within the faculty. A link to this program is available at [www.advance.uncc.edu](http://www.advance.uncc.edu).



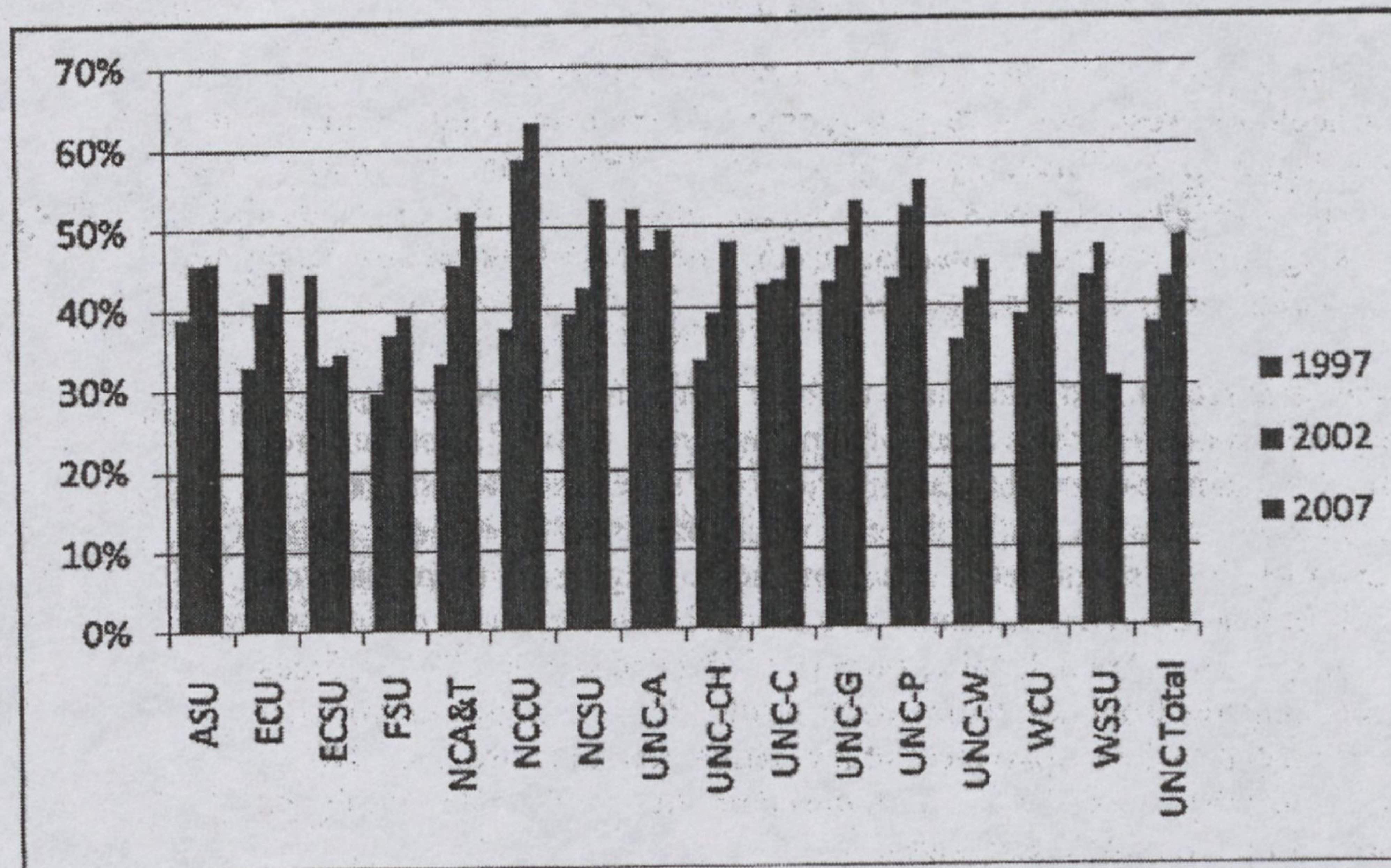
The first afternoon session focused on **preparing and supporting public school teachers and retention of those teachers**. This was a study of seven thousand teachers who graduated from programs within the UNC system from 1999 to 2004. Twenty three thousand hours of data was accumulated based on these teachers experience up to 2007. Variables such as salary increases, location, SAT scores. \$84 million is spent annually in teacher retention efforts and the effort of this group was to isolate factors to increase retention one percent. They estimated that this one percent rise would convert to 4,700 public school teachers staying in their jobs. One item that was of interest is that ECU graduates more teachers than any other University in the system and Appalachian was the only other University that came close to producing as many potential primary or secondary school teachers for the state.

The final presentation of the day was from **Vice President Rob Nelson**. His budget update included the following observations (See Attachment "B") for more detail. There is currently a 2% reversion and funding is being furnished to the Universities in the system on a monthly rather than a quarterly basis due to uncertainty about the amount of sales tax that the state will net. He reported that most campuses normally only spend 98% of their budget due to lapsed salary from unfilled positions. The projected 4% "hold back" that campuses are currently planning for start to impact operations. Repair and renovation money has also not been released. The budget for the state will be presented in July 2009 and is expected to be around \$21 billion.

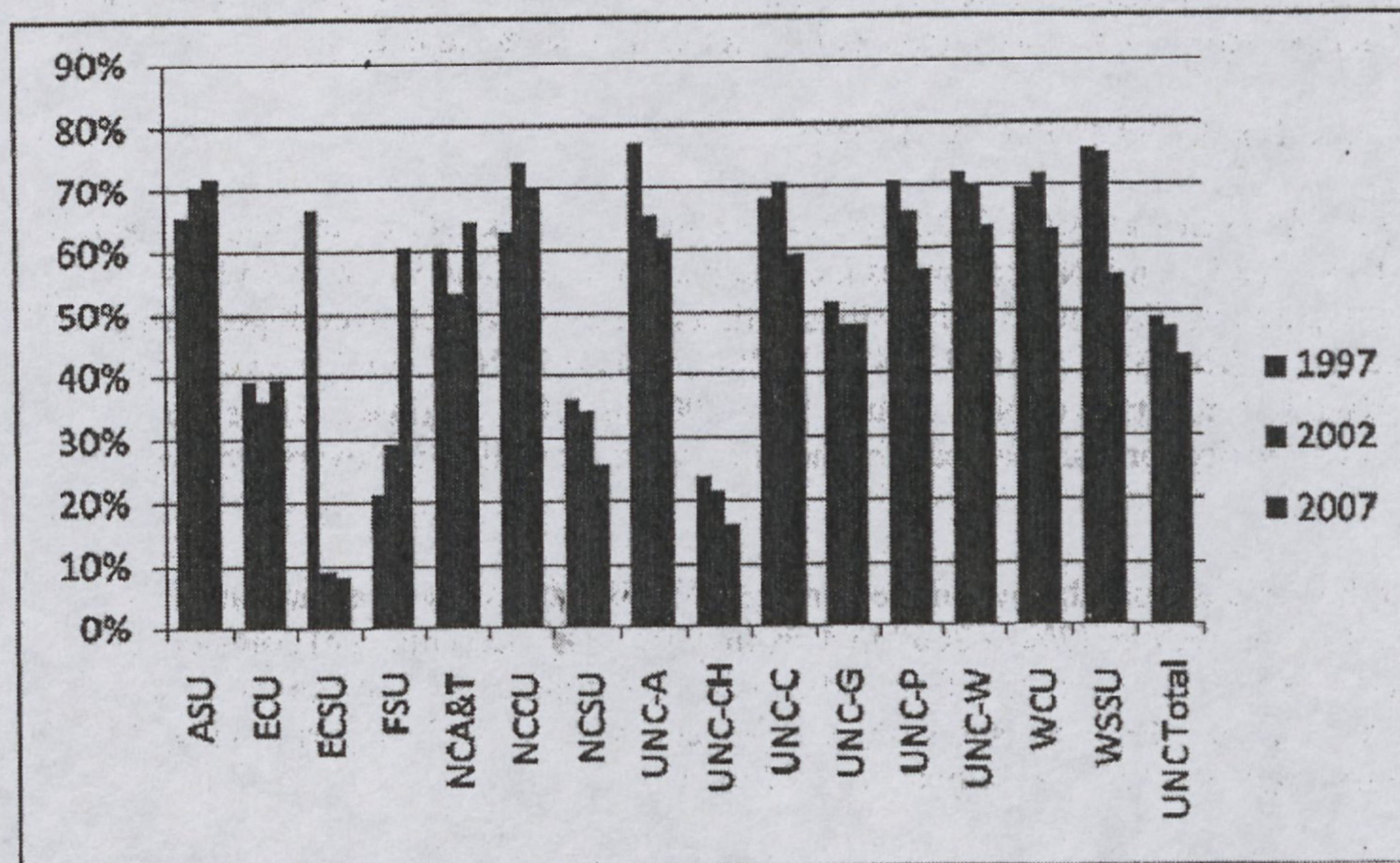


**UNC Constituent Institution Responses to the Report of the  
Committee on Non-Tenure Track Faculty  
September 2008**

**Figure 1. Percentage of Non-Tenure Track Faculty: 1997-2007**



**Figure 2. Percentage of Non-Tenure Track Faculty That Are Part-Time: 1997-2007**



APPENDIX "A" 10/24/09



Appendix "B" 10/24/08

## Planning for 2009-11 Budget

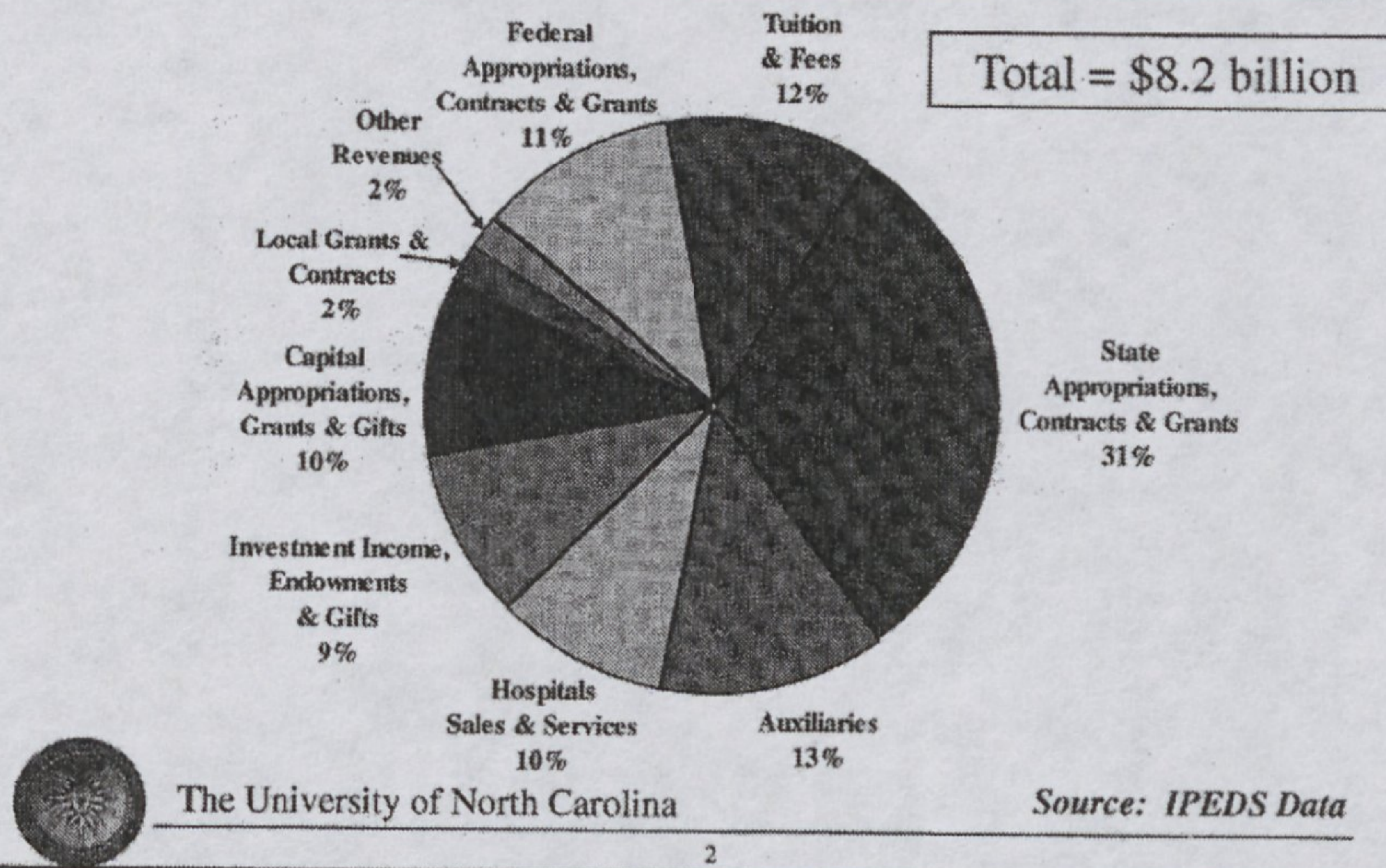


Board of Governors' Policy Discussion

The University of North Carolina

October 16, 2008

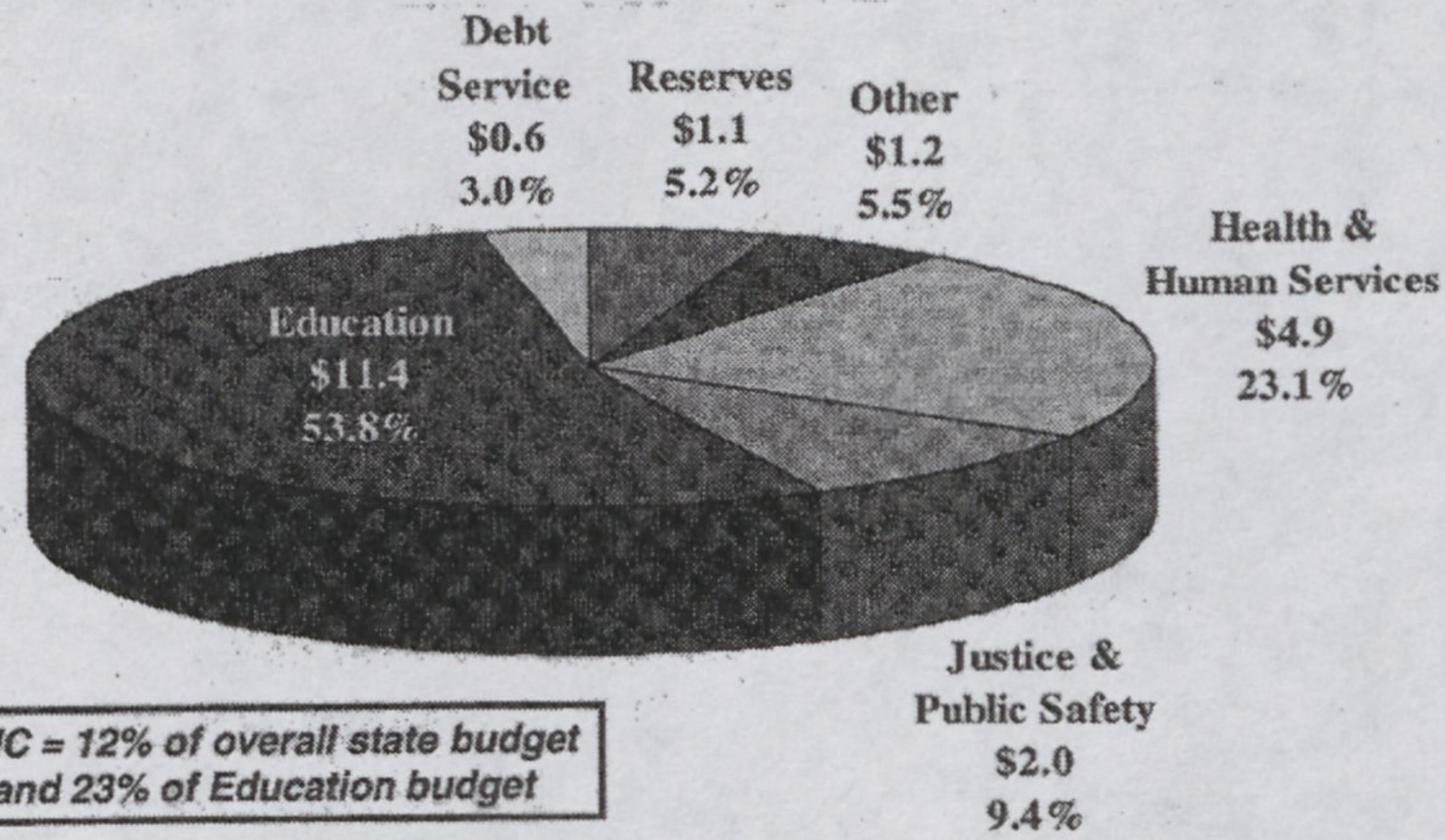
## UNC Summary – Revenues 2006-07





## NC State Budget - \$21.2 billion\*

### 2008-09



**UNC = 12% of overall state budget and 23% of Education budget**



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\* Excludes capital improvements

## Education Budget Breakdown

### 2008-09

- DPI: \$7.8 billion
- UNC: \$2.6 billion
- NCCCS: \$.9 billion
- Private Colleges: \$.1 billion



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## *Fiscal Year 2008-09*

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- 2008-09 revenue projections are based on 3.9% growth
- Each 1% of growth = \$200 million
- Currently, revenues are approximately \$300 million behind projections. This is a significant deficit for the 1<sup>st</sup> quarter.
- Governor has issued 2% reversions
  - General Administration has instructed campuses to plan for 4% reversions
- Other Factors:
  - State Health Plan has at least a \$300 million deficit for 2008-09



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## *2009-11 Budget*

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- North Carolina is a fast growing state
  - North Carolina will be the 7<sup>th</sup> largest state by 2030
- Pressures on state budget
  - Economy, declining revenues
  - State Health Plan deficit – \$600 to \$700 million over biennium
  - Medicaid, – \$50 million
  - K-12 requirements
    - ◆ Enrollment – \$100 million
    - ◆ ABC Bonuses – \$100 million
  - State Employee Salary Increases – each 1% is \$130 million
- New Governor, Legislators, & Treasurer



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