



MEETING OF THE BOARD OF GOVERNORS  
Committee on Personnel and Tenure  
Committee on Budget and Finance

May 26, 2021 at 10:00 a.m.  
Via Videoconference and PBS North Carolina Live Stream  
University of North Carolina System Office  
Center for School Leadership Development, Board Room  
Chapel Hill, North Carolina

## **AGENDA**

### **OPEN SESSION**

- A-1. Briefing on Analysis of UNC System Workforce Trends.....Jonathan Pruitt and Jennifer Haygood
- A-2. Adjourn



## AGENDA ITEM

A-1. Briefing on Analysis of UNC System Workforce Trends .....Jonathan Pruitt and Jennifer Haygood

**Situation:** As part of a planned review, the UNC System has been engaged in a multi-year analysis of trends in the size of the University’s workforce. The committees will begin to review System-wide data on changes to the workforce over the past five years.

**Background:** At the February 2021 meeting of the Committee on Personnel and Tenure, a briefing was provided on the UNC System’s Job Category (JCAT) structure which is used by our constituent institutions and the UNC System Office to identify and track positions by specific occupational category and function. The JCAT structure was originally developed in 2008 based on a similar approach at the University of Georgia System to aid in response to workforce inquiries addressed to the UNC System Office. The JCAT structure was further influenced by the Integrated Postsecondary Education Data System (IPEDS) which is used to satisfy various federal reporting requirements for universities and colleges.

The System Office staff is completing a five-year analysis of changes in the size of the University workforce. This study is intended to illustrate workforce trends in functional job categories over five fiscal years (FY16 – FY20) and will continue as an ongoing reporting process each fiscal year for the president and Board of Governors.

**Assessment:** The latest analysis from will be presented to the joint committees.

**Action:** This item is for information only.



# UNC SYSTEM WORKFORCE TRENDS

Fiscal Year 2015-16 to 2019-20

*Joint Meeting of the  
Committee on Budget & Finance  
and Committee on Personnel & Tenure*

**May 26, 2021**

## *Presentation Outline*

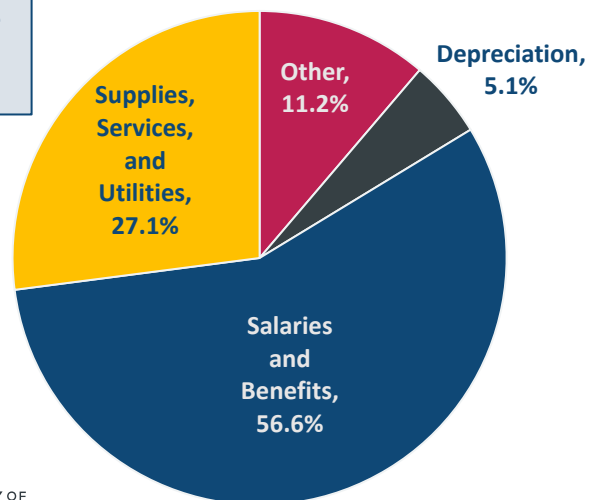
- Background
- Overview of UNC System Workforce
- Workforce Trends by Institution Type
- Conclusions

## *Background*

3

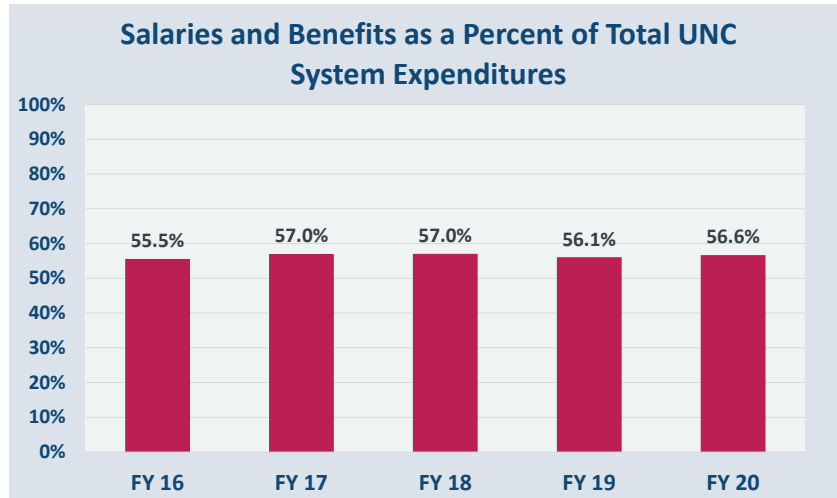
### *Personnel makes up more than half of UNC System expenses*

Total UNC System  
expenses were  
\$9.7 billion in  
FY 2020.



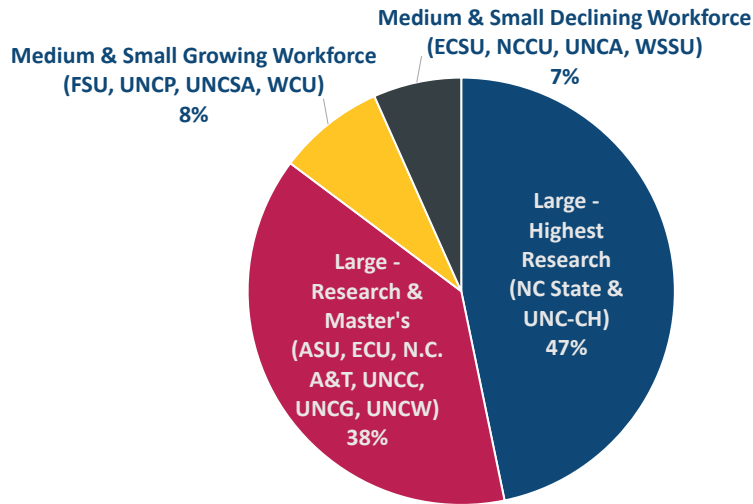
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*Personnel expense has remained stable as a percent of total expenses over time*

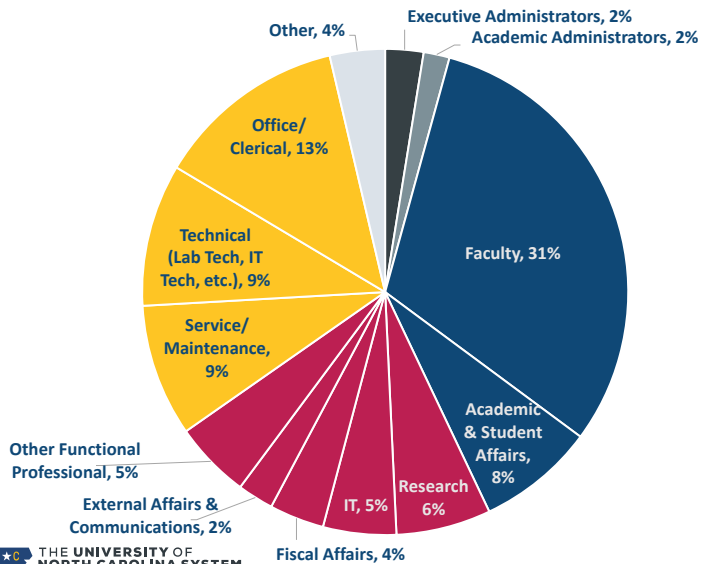


*Overview of UNC System Workforce*

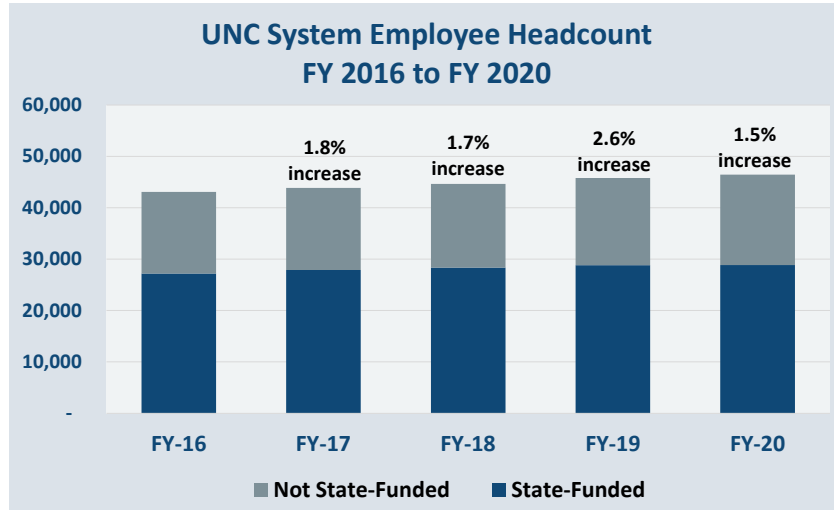
***FY 2020 Employee Headcount: Research institutions make up a significant portion of the workforce***



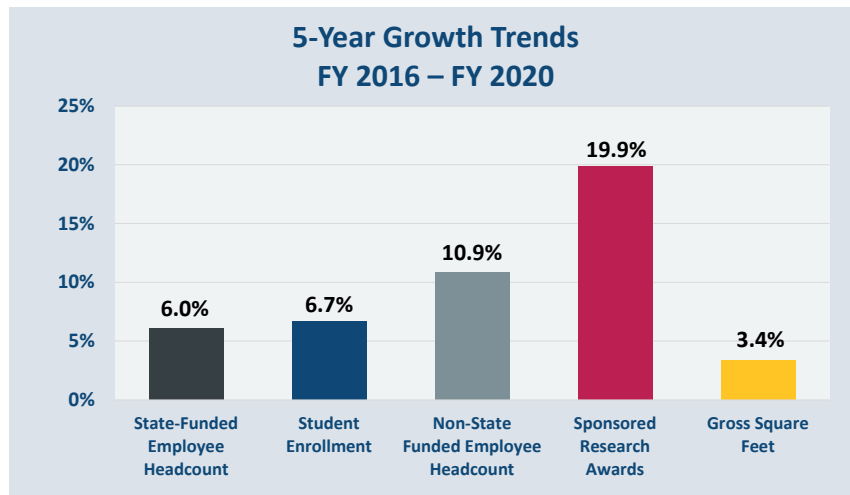
***FY 2020 Employee Headcount: Faculty is by far the largest category of employees***



**Employee headcount has grown  
1.9% a year on average**

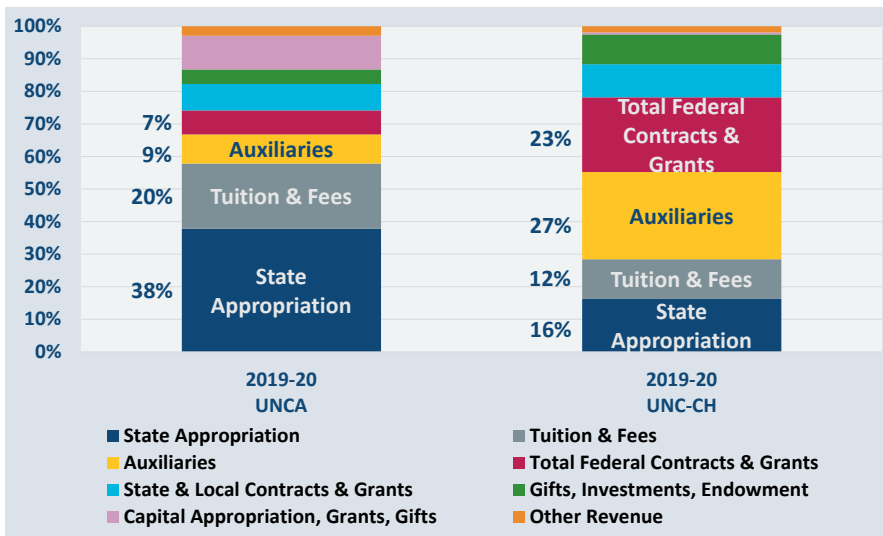


**There is growth across many areas  
of the UNC System**



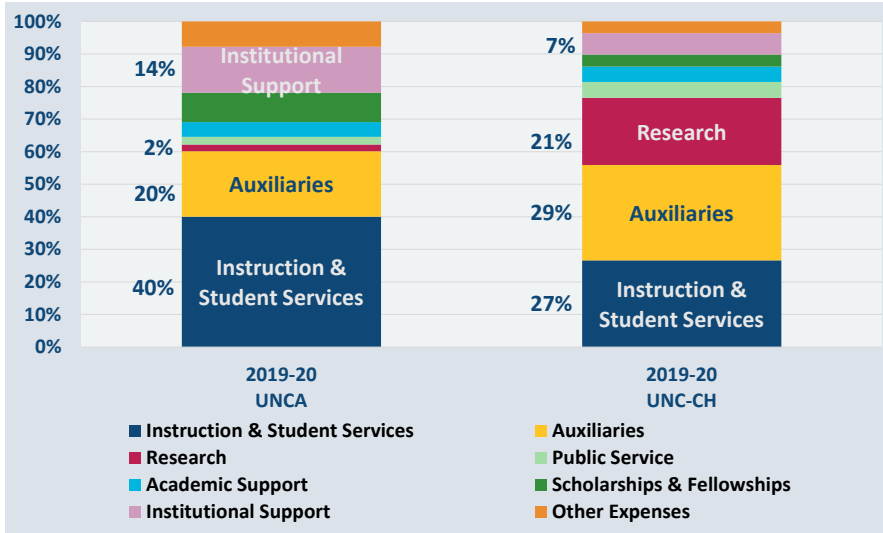
## *Workforce Trends by Institution Type*

## *Campus Mission Drives Revenue Mix*



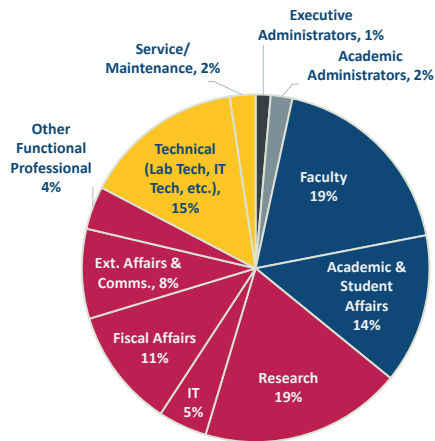


## Campus Mission Drives Expenditure Mix (Interest, Depreciation, and O&M of Plant Excluded)



## Highest Research Institutions – FY 2016 to FY 2020 (UNC-CH and NC State – 46% of Total Workforce)

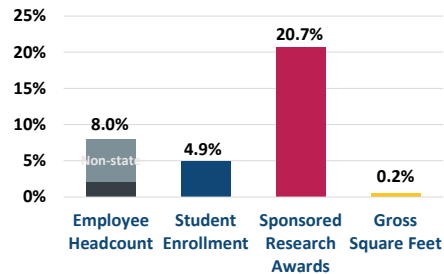
Distribution of 5-Year Personnel Growth



5-Year Revenue Change

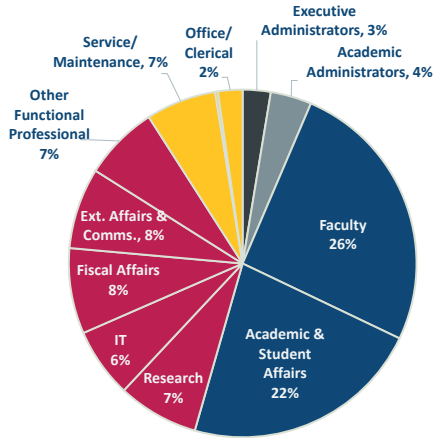
	(\$)	(%)
Tuition & fees	\$60M	8.6%
State Appropriation	\$61M	6.1%
Operating Grants	\$100M	9.0%
Auxiliaries	\$78M	8.0%

5-Year Growth



## Research & Large Master's Institutions – FY 2016 to FY 2020 (ASU, ECU, N.C. A&T, UNCC, UNCG, UNCW – 38% of Total Workforce)

Distribution of 5-Year Personnel Growth

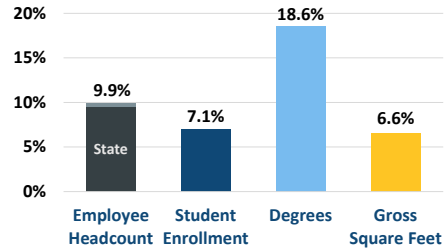


THE UNIVERSITY OF NORTH CAROLINA SYSTEM

5-Year Revenue Change

	(\$)	(%)
Tuition & fees	\$79M	10.3%
State Appropriation	\$153M	15.4%
Operating Grants	\$54M	39.6%
Auxiliaries	\$1M	0.2%

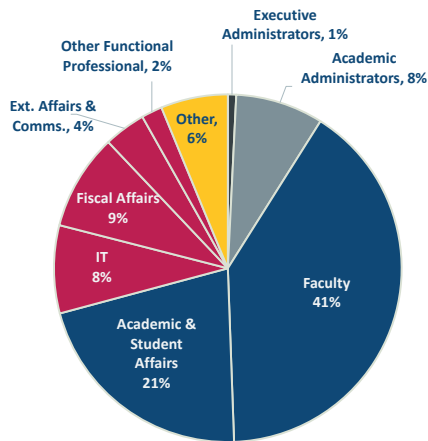
5-Year Growth



15

## Medium & Small (Growing) – FY 2016 to FY 2020 (FSU, UNCP, UNCSA, WCU – 8% of Total Workforce)

Distribution of 5-Year Personnel Growth

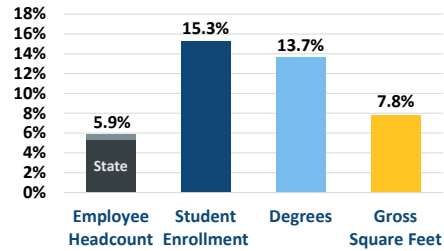


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5-Year Revenue Change

	(\$)	(%)
Tuition & fees	-\$14M	-12.7%
State Appropriation	\$74M	33.2%
Operating Grants	\$3M	49.7%
Auxiliaries	-\$4M	-5.4%

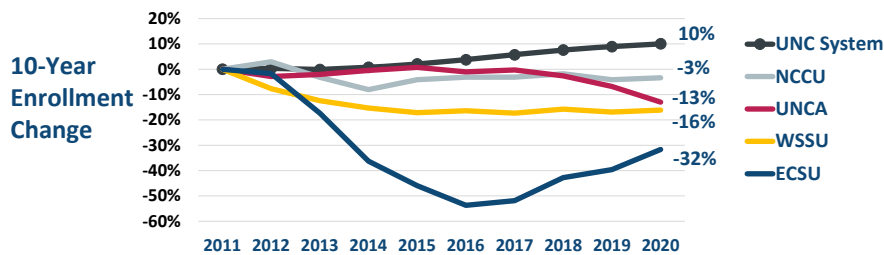
5-Year Growth



16

**Medium & Small (Declining) – FY 2016 to FY 2020**  
 (ECSU, NCCU, UNCA, WSSU – 7% of Total Workforce)





Distribution of 5-Year Personnel Change			
Executive Administrators	-5	External Affairs & Communications	-2
Academic Administrators	-20	Information Technology	23
Faculty	-72	Other Functional Professional	18
Academic & Student Affairs	15	Service/ Maintenance	13
Research	-4	Office/Clerical Staff	-50
Fiscal Affairs	-1	Other	9

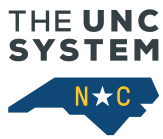


## Conclusions

- The UNC System Workforce has been growing over time at most institutions.
- The primary mission of the individual institution and the related revenue streams determine the composition of the workforce at each campus.
- Growth drivers vary by institution type, but are primarily related to increases in enrollment, growth in sponsored research, emphasis on student success, and expansion of physical footprint.
- Changes to the workforce caused by external impacts are not immediate but tend to be absorbed over a number of years.

QUESTIONS?

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## 5-Year Change in UNC System Employee Headcount by Functional Area FY 2015-16 to FY 2019-20

		Executive Admin.	Academic Admin.	Faculty	Academic & Student Affairs	Research	IT	Fiscal Affairs	External Affairs & Comms.	Other Functional Prof.	Service/Maint.	Technical	Office/Clerical	Other	Total
ASU	FY-16	60	21	994	199	44	115	45	43	158	371	105	360	124	2,639
	FY-20	70	33	1,068	240	78	129	57	66	183	364	100	417	133	2,938
	Change	10	12	74	41	34	14	12	23	25	-7	-5	57	9	299
ECU	FY-16	88	95	1,681	285	60	150	125	57	224	395	413	789	154	4,516
	FY-20	84	99	1,748	380	77	181	148	59	236	407	446	763	147	4,775
	Change	-4	4	67	95	17	31	23	2	12	12	33	-26	-7	259
ECSU	FY-16	43	4	103	40	6	18	9	10	18	48	6	49	17	371
	FY-20	47	7	88	46	7	15	11	6	20	50	4	39	13	353
	Change	4	3	-15	6	1	-3	2	-4	2	2	-2	-10	-4	-18
FSU	FY-16	43	8	256	99	2	30	14	13	30	87	39	133	26	780
	FY-20	44	13	268	102	1	31	12	15	29	82	43	120	28	788
	Change	1	5	12	3	-1	1	-2	2	-1	-5	4	-13	2	8
N.C. A&T	FY-16	43	78	453	74	66	44	42	11	73	140	136	312	61	1,533
	FY-20	54	71	474	121	72	41	70	37	96	167	119	287	68	1,677
	Change	11	-7	21	47	6	-3	28	26	23	27	-17	-25	7	144
NCCU	FY-16	65	63	405	109	30	28	42	28	61	117	43	212	37	1,240
	FY-20	58	49	397	124	22	52	36	26	76	120	42	196	33	1,231
	Change	-7	-14	-8	15	-8	24	-6	-2	15	3	-1	-16	-4	-9
NC State	FY-16	160	109	2,126	453	1,042	526	221	176	398	738	822	1,046	334	8,151
	FY-20	176	118	2,170	575	1,218	554	285	214	421	753	907	1,006	330	8,727
	Change	16	9	44	122	176	28	64	38	23	15	85	-40	-4	576
UNCA	FY-16	41	4	221	58	8	18	16	25	46	74	60	89	33	693
	FY-20	37	5	223	56	11	16	15	25	46	73	73	75	34	689
	Change	-4	1	2	-2	3	-2	-1	0	0	-1	13	-14	1	-4
UNC-CH	FY-16	96	116	3,645	634	964	613	446	269	558	709	1,886	1,376	630	11,942
	FY-20	105	143	3,934	762	1,125	667	581	381	607	737	2,069	1,416	454	12,981
	Change	9	27	289	128	161	54	135	112	49	28	183	40	-176	1,039
UNCC	FY-16	133	49	1,048	239	73	162	102	60	181	371	142	543	169	3,272
	FY-20	136	69	1,135	307	93	186	129	94	204	422	147	573	155	3,650
	Change	3	20	87	68	20	24	27	34	23	51	5	30	-14	378
UNCG	FY-16	84	38	756	258	137	167	149	57	114	253	100	239	85	2,437
	FY-20	104	58	871	319	160	183	172	74	125	271	99	222	87	2,745
	Change	20	20	115	61	23	16	23	17	11	18	-1	-17	2	308
UNCP	FY-16	57	12	281	65	4	30	12	13	42	83	51	161	31	842
	FY-20	49	15	313	96	4	31	17	18	42	95	48	157	29	914
	Change	-8	3	32	31	0	1	5	5	0	12	-3	-4	-2	72
UNCW	FY-16	49	29	636	176	17	49	53	33	103	182	186	276	75	1,864
	FY-20	51	42	688	226	39	72	69	53	122	187	175	294	72	2,090
	Change	2	13	52	50	22	23	16	20	19	5	-11	18	-3	226
UNCSA	FY-16	40	12	134	53		13	5	6	13	63	16	67	20	442
	FY-20	44	17	149	49		17	21	11	16	62	17	58	22	483
	Change	4	5	15	-4	0	4	16	5	3	-1	1	-9	2	41
WCU	FY-16	72	19	504	130	12	34	42	23	87	197	85	195	85	1,485
	FY-20	77	27	549	155	11	49	46	21	90	198	88	175	87	1,573
	Change	5	8	45	25	-1	15	4	-2	3	1	3	-20	2	88
WSSU	FY-16	44	42	318	72	8	34	20	11	61	93	12	143	12	870
	FY-20	46	32	267	68	8	38	24	15	62	102	19	133	11	825
	Change	2	-10	-51	-4	0	4	4	4	1	9	7	-10	-1	-45
Total	FY-16	1,118	699	13,561	2,944	2,473	2,031	1,343	835	2,167	3,921	4,102	5,990	1,893	43,077
	FY-20	1,182	798	14,342	3,626	2,926	2,262	1,693	1,115	2,375	4,090	4,396	5,931	1,703	46,439
	Change	64	99	781	682	453	231	350	280	208	169	294	-59	-190	3,362