



*Strategic Planning
Open Forum*

October 6, 2006



Profile of the University

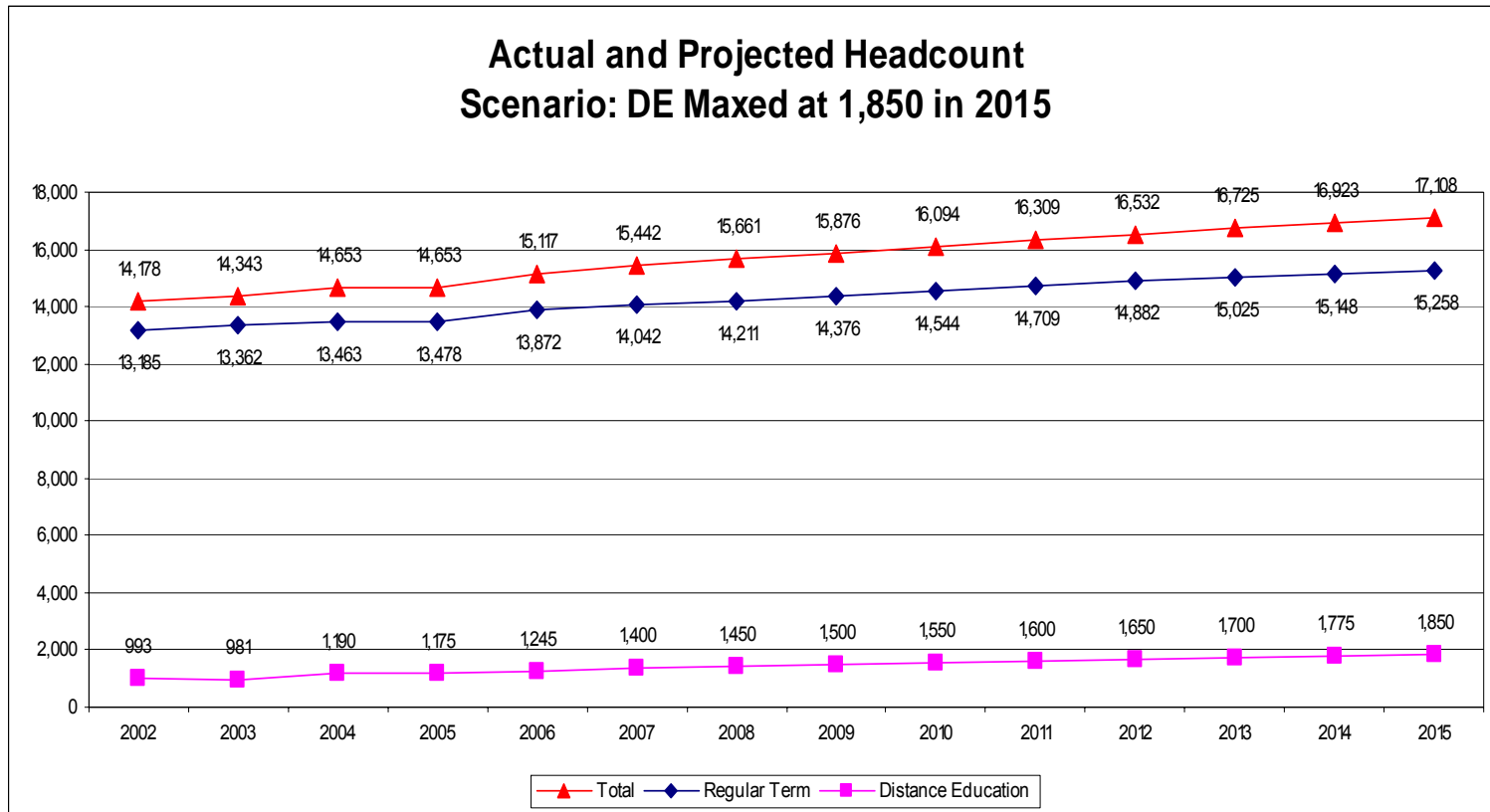
UNC Headcount Enrollment, Fall 2005

	Headcount	Pct
N.C. State	30,148	15.8%
UNC-Chapel Hill	23,139	12.2%
East Carolina	21,383	11.2%
N.C. A & T	11,103	5.8%
UNC-Charlotte	20,772	10.9%
UNC-Greensboro	16,147	8.5%
Appalachian	14,653	7.7%
Fayetteville	6,072	3.2%
N.C. Central	8,219	4.3%
UNC-Pembroke	5,632	3.0%
UNC-Wilmington	11,839	6.2%
Western Carolina	8,665	4.6%
Elizabeth City	2,664	1.4%
Winston-Salem	5,566	2.9%
UNC-Asheville	3,499	1.8%
N.C. School of the Arts	829	0.4%
Total	190,330	100.0%

U.S. Headcount Enrollment, Fall 2005

Level of Student	ASU	Masters I Average	Doc/Res-Int Average
Undergraduate	12,986	8,040	11,491
Graduate	1,667	1,534	3,006
First Professional	0	450	737
Total	14,653	9,565	14,628

ASU Headcount Enrollment Growth

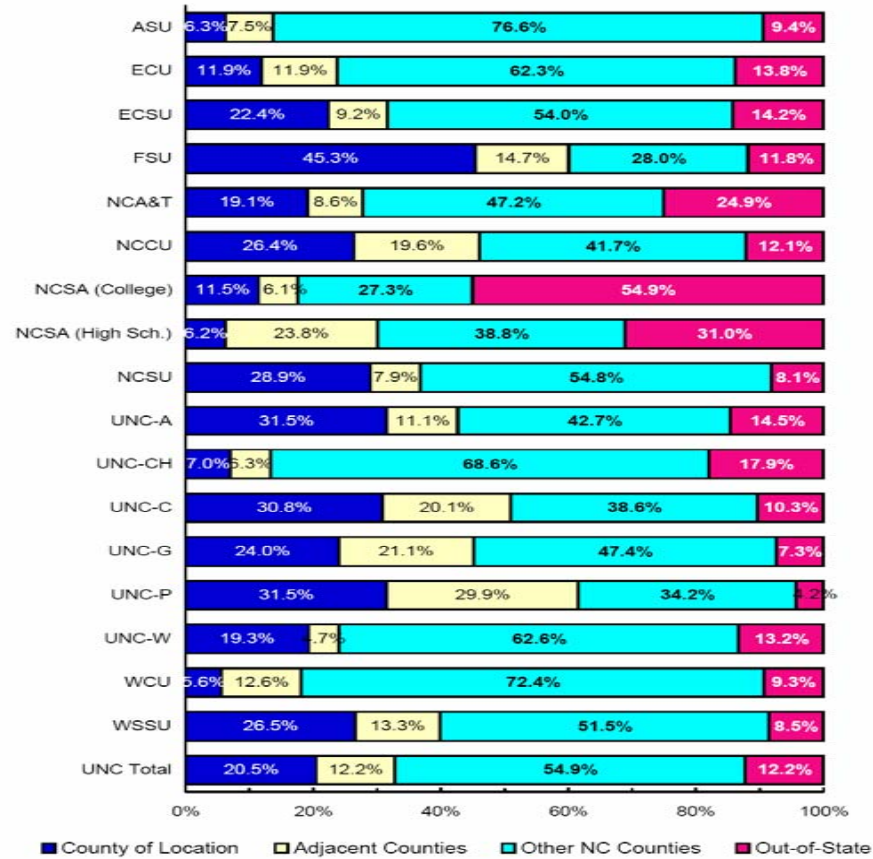


Headcount Enrollment, Past and Future

	<u>1985*</u>	<u>1995*</u>	<u>2006*</u>	<u>2015</u>
Total Enrollment	10,140	12,457	15,117	17,108
On-Campus				
Undergraduate	9,008	10,983	13,017	14,404
Graduate	752	1,037	855	854
Total	9,760	12,020	13,872	15,258
Off-Campus				
Undergraduate	171	318	445	925
Graduate	273	176	870	925
Total	444	494	1,315	1,850
Total New Freshmen	2,094	2,206	2,716	3,025

*Totals do not equal sum of on-campus and off-campus due to dual registrations.

Origin of Undergraduates, Fall 2005



UNC Quality Measures

Institution	Mean	First-Year		Five-Year		Six-Year		Graduation & Retention	
	SAT	Retention Rate		Graduation Rate		Graduation Rate		U.S. News Rank	
UNC Chapel Hill	1299 ¹	96.5 ¹		82.4 ¹		83.7 ¹		27	National
NC State	1183 ³	88.7 ²		64.9 ²		70.5 ²		78	National
Appalachian	1131⁵	85.8³		57.6⁴		64.0³		13	Masters-South
UNC Wilmington	1134 ⁴	83.2 ⁴		61.4 ³		63.5 ⁴		21	Masters-South
East Carolina	1042 ⁸	75.9 ⁸		50.5 ⁵		54.5 ⁵		3rd Tier	National
UNC Asheville	1184 ²	76.4 ⁷		49.7 ⁶		53.1 ⁶		3rd Tier	Liberal Arts
UNC Greensboro	1051 ⁷	77.4 ⁶		48.3 ⁷		51.0 ⁷		3rd Tier	National
Elizabeth City	849 ¹⁵	74.7 ¹²		46.1 ⁸		49.1 ⁸		36	Bachelors-South
UNC Charlotte	1082 ⁶	78.7 ⁵		44.4 ⁹		48.7 ⁹		27	Masters-South
Winston-Salem State	900 ¹¹	75.3 ¹¹		37.9 ¹²		47.9 ¹⁰		35	Bachelors-South
Western Carolina	1027 ⁹	70.9 ¹⁵		44.4 ¹⁰		47.3 ¹¹		49	Masters-South
NC Central	861 ¹³	75.9 ⁹		44.0 ¹¹		44.9 ¹²		3rd Tier	Masters-South
Fayetteville State	847 ¹⁴	75.4 ¹⁰		31.8 ¹⁵		42.2 ¹³		4th Tier	Masters-South
NC A&T	893 ¹²	72.5 ¹³		34.7 ¹³		39.5 ¹⁴		3rd Tier	Masters-South
UNC Pembroke	938 ¹⁰	72.3 ¹⁴		34.0 ¹⁴		34.9 ¹⁵		3rd Tier	Masters-South
<i>ASU Difference from Median</i>	89	9.9		11.5		14.9			

U.S. Quality Measures

Quality Measure	ASU	Masters I Average	Doc/Res-Int Average
1st yr retention rate	86%	72%	72%
4-yr graduation rate	30%	18%	20%
5-yr graduation rate	55%	35%	38%
6-yr graduation rate	60%	41%	44%
75 percentile SATV	610	556	589
75 percentile SATM	610	563	596

Carnegie Classifications of ASU's Peers

	Basic	Instructional Program		Enrollment Profile	Undergraduate Profile	Size and Setting
		Undergraduate	Graduate			
Appalachian State University	Masters (LP)	Prof+A&S/SGC	S-Doc/Ed	VHU	FT4/MS/HTI	L4/R
Bowling Green State University-Main Campus	Research (HRA)	Prof+A&S/SGC	CompDoc/NMedVet	HU	FT4/S/LTI	L4/R
California State University-Chico	Masters (LP)	Bal/SGC	Postbac-Comp	VHU	FT4/S/HTI	L4/NR
California State University-Fresno	Masters (LP)	Bal/HGC	S-Doc/Ed	HU	FT4/I	L4/NR
College of Charleston	Masters (MP)	A&S+Prof/SGC	Postbac-A&S/Ed	VHU	FT4/MS/HTI	L4/R
Eastern Illinois University	Masters (LP)	Bal/SGC	Postbac-Comp	VHU	FT4/S/HTI	L4/R
George Mason University	Research (HRA)	A&S+Prof/HGC	CompDoc/NMedVet	MU	MFT4/S/HTI	L4/NR
Georgia Southern University	Doc/Res	Prof+A&S/SGC	S-Doc/Ed	VHU	FT4/S/HTI	L4/NR
James Madison University	Masters (LP)	A&S+Prof/SGC	Doc/HSS	VHU	FT4/MS/LTI	L4/R
Miami University-Oxford	Research (HRA)	Bal/HGC	CompDoc/NMedVet	VHU	FT4/MS/LTI	L4/R
Sam Houston State University	Masters (LP)	Prof+A&S/SGC	Doc/Prof	VHU	FT4/S/HTI	L4/R
Stephen F Austin State University	Masters (LP)	Bal/SGC	S-Doc/Ed	HU	FT4/S/HTI	M4/R
Towson State University	Masters (LP)	Bal/SGC	S-Doc/Other	HU	FT4/I	L4/NR
University of Northern Iowa	Masters (LP)	Prof+A&S/SGC	Doc/Prof	VHU	FT4/S/HTI	L4/R
University of Wisconsin-La Crosse	Masters (LP)	Bal/SGC	Postbac-A&S/Ed	VHU	FT4/MS/LTI	M4/R
University of Wisconsin-Whitewater	Masters (LP)	Prof+A&S/SGC	Postbac-A&S/Ed	VHU	FT4/S/HTI	M4/R
West Chester University of Pennsylvania	Masters (LP)	Bal/HGC	Postbac-Comp	HU	FT4/S/HTI	L4/R
Western Illinois University	Masters (LP)	Bal/HGC	Postbac-Comp	HU	FT4/S/LTI	L4/R
Western Washington University	Masters (LP)	A&S+Prof/SGC	Postbac-Comp	VHU	FT4/S/HTI	L4/R

Source: <http://www.carnegiefoundation.org>

Peer Comparisons, Sorted by SAT

University	State	Size	1st-Yr Retention Rate	4-Yr Grad Rate	5-Yr Grad Rate	6-Yr Grad Rate	Median SAT	Pct Pell	Pct UR Min	Stu Exp / FTE	Carnegie Class
Miami University-Oxford	OH	14,841	90.0%	65.5%	78.4%	80.1%	1,220	15.9%	5.6%	\$11,632	Research High
College Of Charleston	SC	9,311	82.0%	36.8%	54.3%	57.4%	1,200	18.4%	9.7%	\$6,339	Master's Medium
James Madison University	VA	14,501	91.0%	61.6%	78.6%	80.0%	1,165	9.9%	5.0%	\$6,419	Master's Large
University Of Wisconsin-La Crosse	WI	7,551	86.0%	25.9%	54.5%	61.7%	1,125	20.5%	2.9%	\$7,591	Master's Large
Appalachian State University	NC	12,371	84.0%	29.7%	55.3%	60.1%	1,115	19.3%	5.2%	\$7,509	Master's Large
Western Washington University	WA	12,072	83.0%	29.6%	58.7%	65.4%	1,115	22.8%	7.4%	\$6,932	Master's Large
George Mason University	VA	14,534	81.0%	26.7%	46.3%	52.8%	1,095	20.4%	15.1%	\$8,858	Research High
Towson University	MD	13,040	85.0%	29.8%	54.7%	60.3%	1,080	15.9%	12.0%	\$6,412	Master's Large
West Chester University Of Pennsylvania	PA	9,819	85.0%	29.1%	55.2%	59.2%	1,060	18.4%	10.9%	\$8,098	Master's Large
Georgia Southern University	GA	13,136	79.0%	11.6%	31.7%	37.8%	1,050	31.4%	25.2%	\$6,055	Doctoral/Research
University Of Northern Iowa	IA	10,415	81.0%	29.5%	60.2%	64.2%	1,045	26.9%	4.8%	\$7,118	Master's Large
California State University-Chico	CA	13,337	82.0%	16.2%	41.9%	51.0%	1,035	39.7%	13.9%	\$7,519	Master's Large
University Of Wisconsin-Whitewater	WI	8,983	77.0%	18.6%	45.2%	53.2%	1,030	20.0%	7.3%	\$7,002	Master's Large
Bowling Green State University-Main Cam	OH	15,189	78.0%	32.9%	56.7%	60.4%	1,010	24.2%	9.5%	\$8,766	Research High
Sam Houston State University	TX	11,034	68.0%	15.5%	34.7%	40.1%	1,010	28.8%	26.6%	\$4,990	Master's Large
Western Illinois University	IL	10,523	77.0%	28.8%	50.6%	54.3%	1,010	28.8%	10.8%	\$10,234	Master's Large
Stephen F Austin State University	TX	8,786	66.0%	16.5%	30.5%	34.7%	1,005	35.5%	24.8%	\$5,755	Master's Large
Eastern Illinois University	IL	9,281	78.0%	34.1%	57.3%	62.2%	990	23.1%	8.8%	\$11,605	Master's Large
California State University-Fresno	CA	15,101	84.0%	13.7%	34.6%	45.8%	950	41.8%	34.0%	\$8,010	Master's Large
Median		12,072	82.0%	29.1%	54.5%	59.2%	1050	22.8%	9.7%	\$7,509	
ASU Difference from Median		299	2.0%	0.6%	0.8%	0.9%	65	-3.5%	-4.5%	\$0	

Full-Time Faculty by Rank and Gender, 2005

	Men	Women	Total	Pct Rank	UNC Pct Rank	Pct Women	UNC Pct Women
Professor	166	67	233	33%	27%	29%	21%
Associate	91	78	169	24%	24%	46%	37%
Assistant	101	98	199	28%	25%	49%	44%
Instructor	4	0	4	1%	2%	0%	40%
Other	43	55	98	14%	22%	56%	58%
Total	405	298	703	100%	100%	42%	39%

Total Faculty by Gender and Race, 2005

	Men	Women	Total	Pct
White	501	427	928	93.0%
Black	14	9	23	2.3%
Asian	16	7	23	2.3%
Hispanic	5	8	13	1.3%
Other	9	2	11	1.1%
TOTAL	545	453	998	100.0%

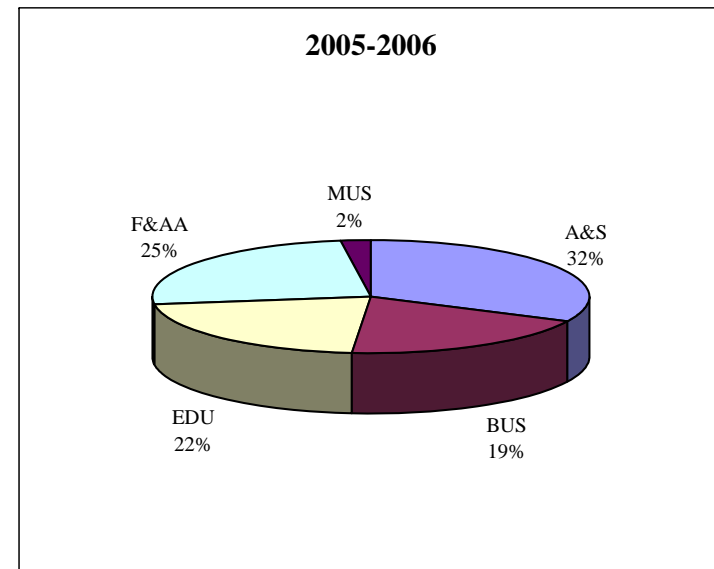
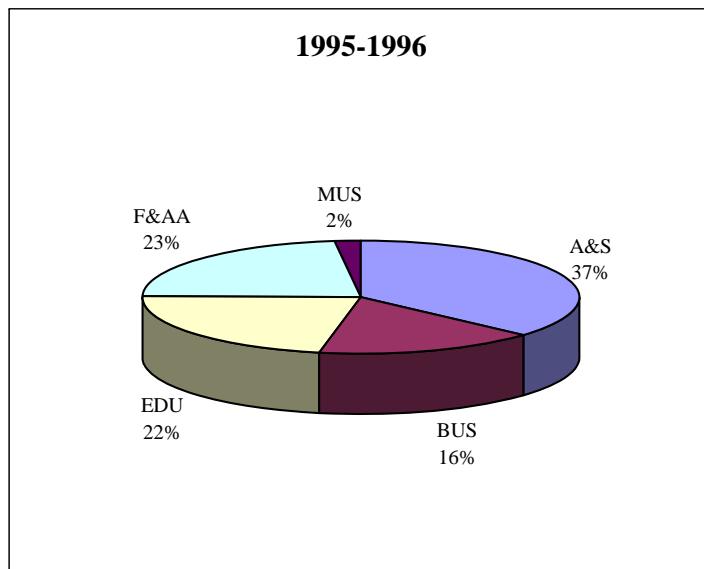
Faculty Teaching Load (All Regular Faculty Average)

	Average Course Load	Carnegie Average
NCSU	2.6	2.5
UNCCH	2.1	2.5
ECU	3.8	3.1
NCA&T	3.9	3.1
UNCC	3.3	3.1
UNCG	3.1	3.1
ASU	3.1	4.0
FSU	4.2	4.0
NCCU	3.5	4.0
UNCP	3.9	4.0
UNCW	2.9	4.0
WCU	4.1	4.0
ECSU	4.5	4.3
WSSU	3.6	4.3
UNC-A	3.5	4.3

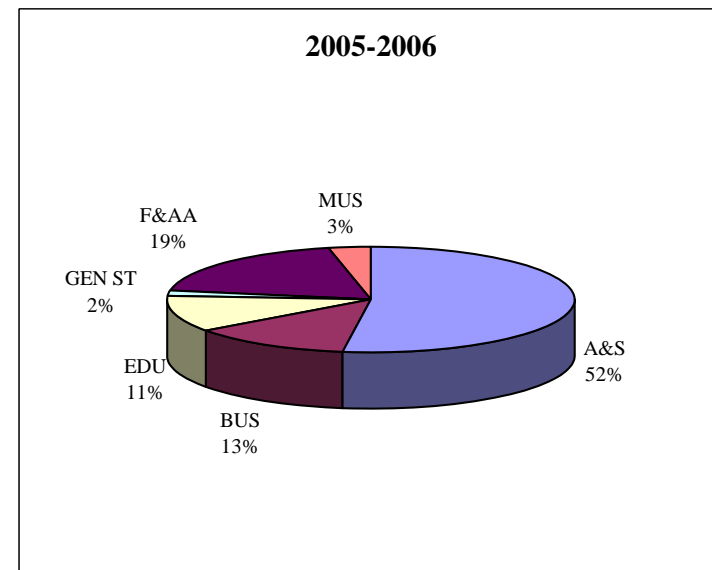
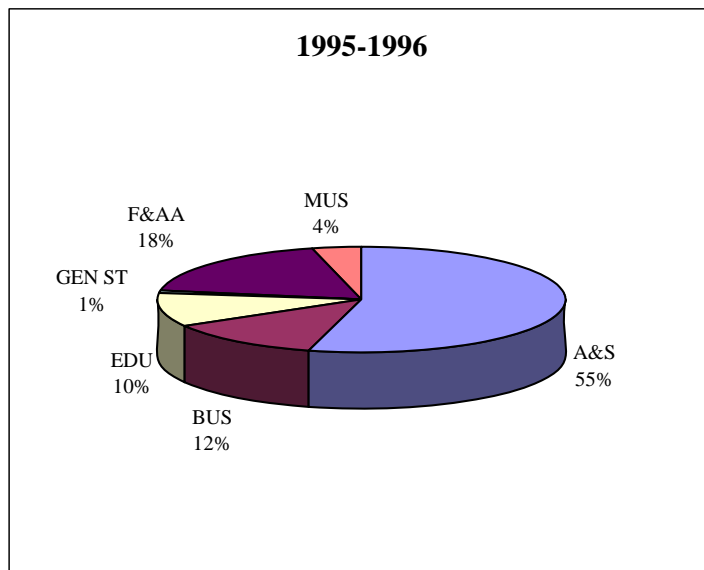
Total Staff by Gender and Race, 2005

Race and Gender--All Staff (EPA Nonfaculty and SPA)				
	Men	Women	Total	Pct
White	640	855	1,495	95.5%
Black	17	28	45	2.9%
Asian	2	6	8	0.5%
Hispanic	5	4	9	0.6%
Other	3	6	9	0.6%
Total	667	899	1,566	100.0%

Degrees Awarded by College



Student Credit Hours by College



Ten Departments with Most UG Degrees, 2005-06

- Communication
 - Curriculum and Instruction
 - Health, Leisure, and Exercise Science
 - Management
 - Technology
 - Political Science/Criminal Justice
 - Psychology
 - Marketing
 - Sociology and Social Work
 - Finance, Banking, and Insurance
-

Ten Departments with Most Grad Degrees, 2005-06

- Leadership and Educational Studies
- Language, Reading, and Exceptionalities
- Curriculum and Instruction
- Human Development and Psychological Counseling
- Accounting
- Psychology
- Political Science/Criminal Justice
- Appalachian Studies
- Music
- English

Ten UG Programs with Most Degrees, 2005-06

- Elementary Education, BS
- Psychology, BS and BA
- Management, BS in BA
- Marketing, BSBA
- Finance and Banking, BSBA
- Criminal Justice, BSCJ
- Communication—Advertising, BS
- Political Science, BS and BA
- English, BA
- Accounting, BSBA

Ten Grad Programs with Most Degrees, 2005-06

- School Administration, MSA
- Library Science, MLS
- Middle Grades Education, MA
- Reading Education, MA
- Accounting, MS
- College Student Dev/Community Counseling, MA
- Communication Disorders, MA
- Instructional Technology Specialist, MA
- Educational Administration, EDS
- Public Administration, MPA

Resources

UNC Funding Per Capita, 2005-06

A	B	C	D	E	F	G	H
	Tuition	Fees	B + C	Appropriations/ Capita	D + E	D/F	Budgeted FTE
N.C. State	3,205	1,074	4,279	11,181	15,460	27.68%	25,122
UNC-Chapel Hill	3,205	1,310	4,515	10,674	15,189	29.73%	19,839
East Carolina	2,135	1,335	3,470	7,844	11,314	30.67%	21,444
N.C. A&T	1,769	1,279	3,048	7,919	10,967	27.79%	9,964
UNC-Charlotte	2,129	1,366	3,495	7,580	11,075	31.56%	16,872
UNC-Greensboro	2,028	1,388	3,416	8,430	11,846	28.84%	13,700
Appalachian	1,821	1,414	3,235	7,429	10,664	30.34%	13,416
Fayetteville	1,546	974	2,520	8,789	11,309	22.28%	4,965
N.C. Central	1,878	1,217	3,095	9,008	12,103	25.57%	6,727
UNC-Pembroke	1,689	1,290	2,979	9,300	12,279	24.26%	4,601
UNC-Wilmington	1,928	1,711	3,639	7,193	10,832	33.59%	10,555
Western Carolina	1,651	1,660	3,311	8,601	11,912	27.80%	7,655
Elizabeth City	1,399	1,094	2,493	12,560	15,053	16.56%	2,285
Winston-Salem	1,451	1,328	2,779	10,728	13,507	20.57%	4,649
UNC-Asheville	1,897	1,558	3,455	8,389	11,844	29.17%	3,249
N.C. School of the Arts	2,755	1,487	4,242	19,566	23,808	17.82%	1,080

Cost Categories in Funding Formula

Category I	CIP	Description	SCH/Faculty Position			Avg Class Size Required		
			UG	MA	DOC	UG	MA	DOC
	09	Communication	708.64	169.52	115.56	39.37	9.42	6.42
	23	English						
	27	Mathematics						
	38	Philosophy and Religion						
	42	Psychology						
	43	Protective Services						
	45	Social Sciences						
	54	History						
90	Other							
Category II	05	Area, Ethnic & Cultural Studies	535.74	303.93	110.16	29.76	16.89	6.12
	13	Education*						
	16	Foreign Languages & Literature						
	19	Home Economics						
	24	Liberal Arts & Sciences, Humanities						
	30	Multi/Interdisciplinary Studies						
31	Parks, Recreation, Leisure & Fitness							
52	Business Administration and Management							
Category III	01	Agriculture	406.24	186.23	109.86	22.57	10.35	6.10
	03	Conservation & Natural Resources						
	04	Architecture						
	11	Computer & Information Sciences						
	15	Engineering Related Technologies						
	25	Library Science						
	26	Biological Sciences						
	40	Physical Sciences						
	44	Public Administration & Services						
	50	Visual and Performing Arts						
51	Health Professions							
Category IV	14	Engineering	232.25	90.17	80.91	12.90	5.01	4.50
	66	Nursing						

*Student teaching SCHs are placed in Category III

Budgeted Salaries, 2005-06

NCSU	76,882
UNCCH	85,423
ECU	69,437
NCA&T	64,020
UNCC	67,481
UNCG	70,460
ASU	65,322
FSU	62,361
NCCU	64,697
UNCP	63,797
UNCW	65,355
WCU	62,629
ECSU	58,422
WSSU	63,208
UNC-A	62,332
NCSA	58,588

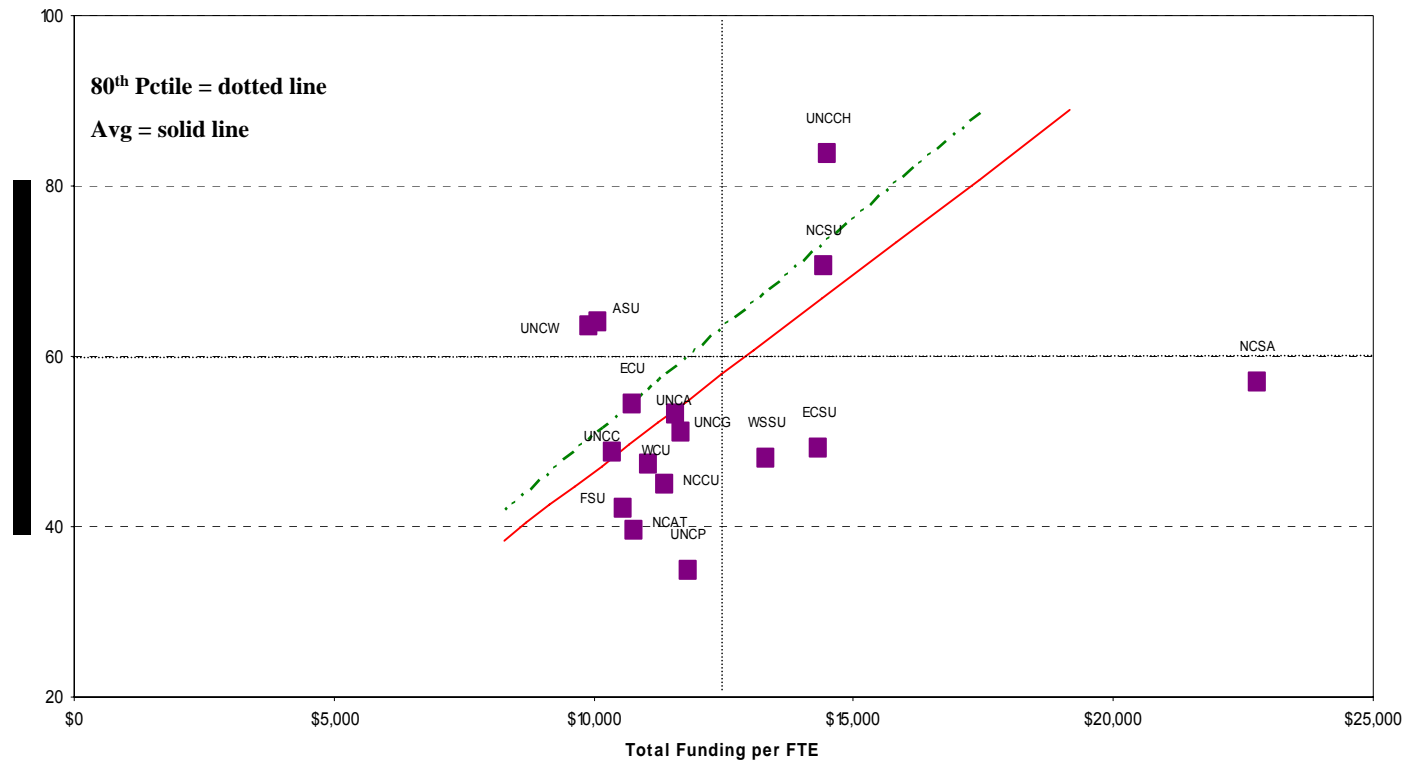
External Funding – Grants and Contracts

Institution	Dollars	Average per Faculty
<i>Doc/Research Intensive:</i>		
East Carolina	\$39,119,076	\$27,433
N.C. A&T	\$34,269,459	\$93,862
UNC-Charlotte	\$24,058,470	\$30,726
UNC-Greensboro	\$31,295,411	\$49,675
<i>Master's (Comprehensive):</i>		
Appalachian	\$9,124,663	\$15,132
Fayetteville	\$9,586,165	\$44,176
N.C. Central	\$36,269,898	\$128,617
UNC-Pembroke	\$8,365,560	\$40,219
UNC-Wilmington	\$20,291,291	\$46,327
Western Carolina	\$11,286,133	\$40,892
<i>Baccalaureate/Liberal Arts:</i>		
UNC-Asheville	\$4,781,215	\$26,711
<i>Baccalaureate/General:</i>		
Elizabeth City	\$7,014,899	\$47,720
Winston-Salem	\$12,178,418	\$65,829

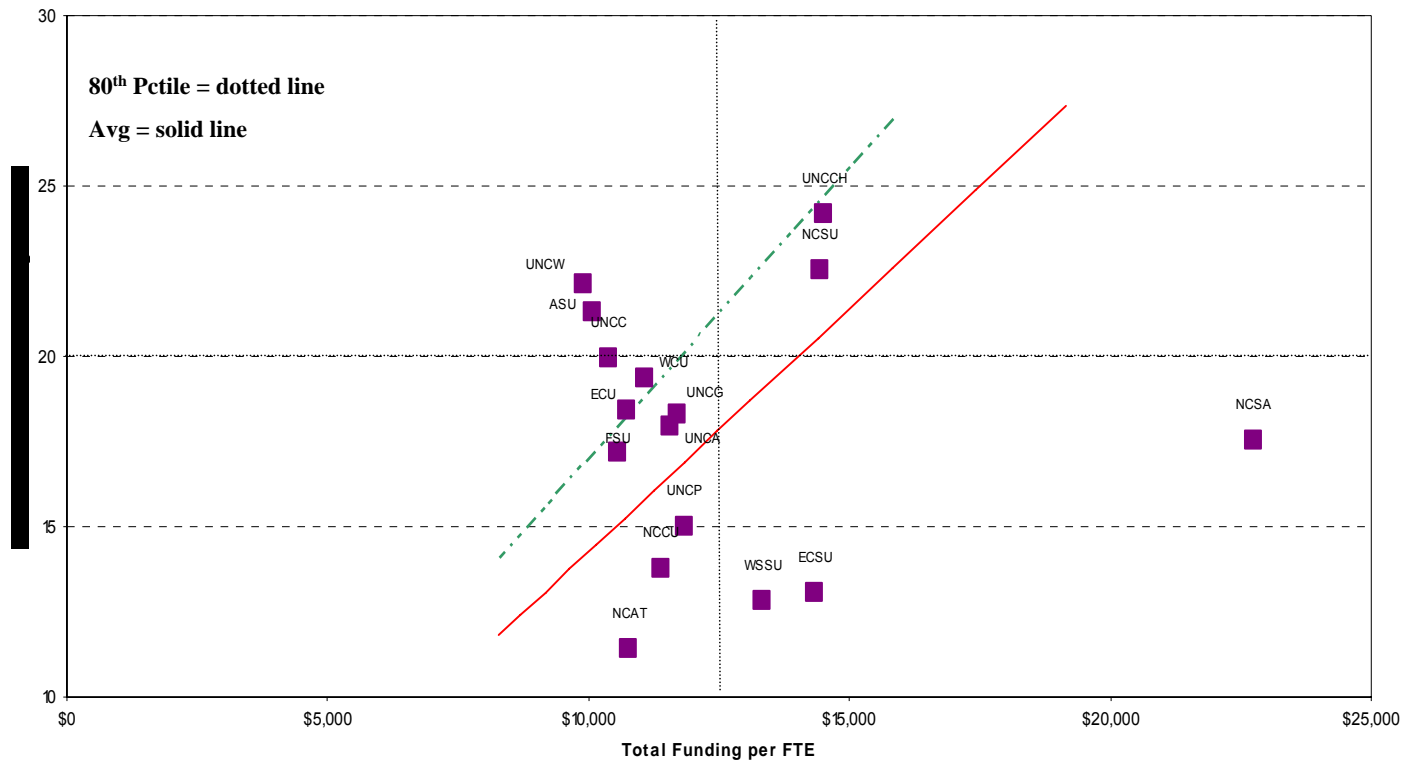
External Funding – Grants and Contracts

	<u>1985</u>	<u>1995</u>	<u>2005</u>
Funded Research (Millions)	\$2.19	\$4.90	\$9.12
Per Faculty FTE	\$4,314	\$7,854	\$15,132

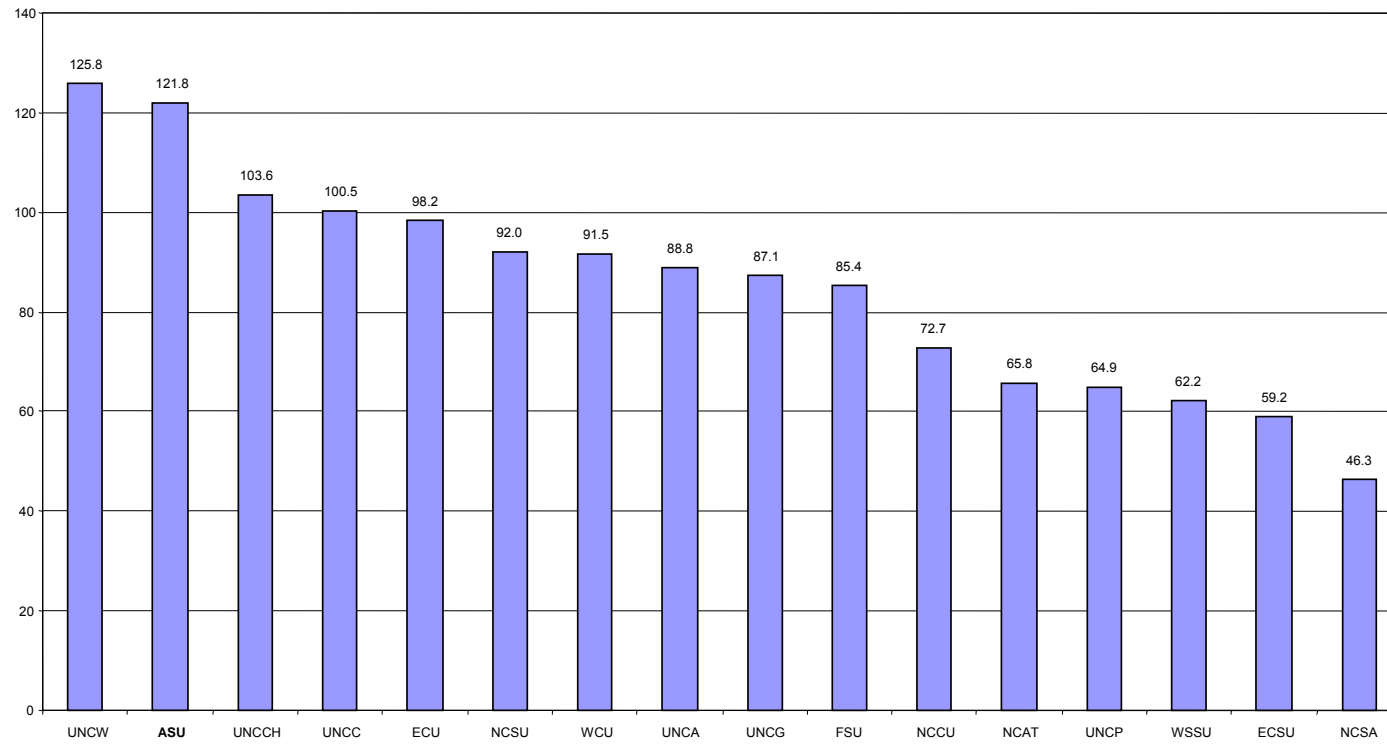
Funding and Performance – 6-Yr Graduation Rate



Funding and Performance – BAs/FTE Undergraduates



Funding and Performance – Overall Index with Both 6-Yr Grad Rate and BAs/FTE Measures



Tuition and Fees, 2005-06

Peers	In-State		Out-of-State	
Miami University, Ohio	21,487	1	21,507	1
Bowling Green State University	8,544	2	16,174	3
Towson State University	7,096	3	16,030	4
College of Charleston	6,668	4	15,342	6
Western Illinois University	6,411	5	8,895	19
West Chester University of Pennsylvania	6,147	6	13,507	12
James Madison University	5,886	7	15,322	7
George Mason University	5,880	8	19,770	2
Eastern Illinois University	5,842	9	13,887	10
University of Northern Iowa	5,602	10	13,214	13
University of Wisconsin-Whitewater	5,130	11	15,528	5
University of Wisconsin-La Crosse	5,074	12	15,120	8
Western Washington University	4,737	13	13,896	9
Stephen F Austin State University	4,718	14	12,998	16
Sam Houston State University	4,560	15	12,240	17
Georgia Southern University	3,462	16	10,778	18
Appalachian State University	3,436	17	13,178	14
California State University-Chico	3,370	18	13,540	11
California State University-Fresno	2,933	19	13,103	15
Median	5,722		13,892	
<i>ASU Difference from Median</i>	2,286		714	



External Context

Recommendations from the Commission on the Future of Higher Education

- Access
- Affordability
- Culture of Accountability and Transparency
- Transform Programs and Institutions to Serve Needs of Knowledge Economy
- Develop Strategies for Lifelong Learning
- Leadership in Science, Engineering, and Medicine

Recommendations from the Pappas Consulting Group, Inc.
(HB 1264)

- Mission
 - Specific Statement of Role in Economic Transformation
 - Distinctive
 - Economic Needs of State and Region
- Academic Programs
 - Nimble to Respond to Emerging Needs
 - "Ladder" Programs

Recommendations from the Pappas Consulting Group, Inc. (HB 1264) Continued

- General Education
 - Review and Revise to Incorporate Skills/Knowledge for 21st Century
- Major Program Gaps
 - Crisis Areas (Teaching; Nursing; Computing)
 - Emerging Gaps
 - Bachelor (Accounting; Business; Recreation; Social Work)
 - Masters (Rehabilitation Counseling; Physical Therapy; Market Research)
 - Doctoral (Med Sciences; Clinical, Counseling, & School Psychology)

Recommendations from the Pappas Consulting Group, Inc.
(HB 1264) Continued

- K-16 Approach
- Distance Education and Facilities
- Research, Technology Transfer, Economic Transformation Structures, Regional Partnerships, and Rural Economic Transformation

Strategic Directions for the UNC

- **Access and Student Success:** Ensure affordability and access to higher education for all who qualify, embrace a vision of lifelong learning, and promote student success.
- **Intellectual Capital Formation:** Through high quality and relevant undergraduate, graduate, and professional programs, develop an educated citizenry that will enable North Carolina to flourish.
- **K – 16 Education:** Continue to propose and support initiatives to serve the needs of the State’s public schools.

Strategic Directions for the UNC Continued

- **Creation, Transfer and Application of Knowledge:** Expand the frontiers of knowledge through innovation and scholarly activities, basic and applied research, technology transfer, outreach, and public service activities.
- **Economic Transformation:** As fundamental to its mission, strengthen and extend the University's contribution to transforming the economy of North Carolina through basic and applied research, innovation and creativity, transfer of new knowledge, application of best practices, and high quality degree programs.

Strategic Directions for the UNC Continued

- Internationalization: Promote an international perspective throughout the university community to prepare citizens to become leaders in a multi-ethnic and global society.
- Information and Knowledge Management: Use the power of information technology guided by strategic IT planning for more effective educational, administrative, and business practices that will enable the University to respond to the competitive global environment of the 21st century.

Priorities of the UNC

- Student Success
- Outstanding Faculty
- More and Better Teachers; Improved Schools
- Research
- Quality Academic Programs and Support Services
- Regional and State-wide Economic Development
- Adequate Facilities
- Health Care
- Information Technology
- Internationalization
- Partnerships with Community Colleges
- Private Fundraising

PACE Initiative

- **Core Functions**
 - Instruction
 - Research
 - Service
- **Enabling Functions**
 - Academic administration and support
 - Advancement activities
 - Auxiliary Services
 - Enrollment related activities
 - External activities

PACE Initiative Continued

- **Enabling Functions Continued**
 - Facilities management
 - Fiscal activities
 - Human Resources
 - Information Technology
 - Accountability activities
 - Sponsored Project activities
 - Student service activities
- **Work Groups**



Planning Process

Strategic Planning Timetable and Process

Fall 2006

Strategic Advisory Council Identifies Core Values, Core Assets, and proposes Strategic Themes/Directions for consideration by Strategic Planning Commission

Solicitation of membership and appointment to Strategic Planning Commission

The Strategic Planning Commission meets to discuss the Planning Advisory Council's proposed strategic themes/directions and to develop methods to engage the campus community in the planning process

Chairs and members of the Strategic Directions Committees are appointed

Strategic Planning Timetable and Process Continued

Spring 2007

Strategic Directions Committees convene and develop strategic initiatives to be discussed and considered for inclusion in the Appalachian Strategic Plan

Summer 2007

The Strategic Planning Commission meets to discuss the draft strategic plan; draft strategic plan is made available on the Strategic Planning website and distributed to groups within and outside of Appalachian for feedback

Strategic Planning Timetable and Process Continued

Fall 2007

Public forums are held to discuss the final draft of the Appalachian Strategic Plan

Strategic Planning Commission meets to affirm final draft of the Appalachian Strategic Plan

Spring 2008

Final draft of the Appalachian Strategic Plan is presented to the Board of Trustees for comment and approval; Final changes to the plan are made to reflect input from the Board

Strategic Planning Website

http://www.appstate.edu/www_docs/depart/irp/irapmenu_pl.html