RANKING AND COMPETITION

Defining the field of play: UNC measures itself against these peer institutions using factors such as U.S. News rankings, research funding, and administrative pay, among others...

U. WASHINGTON — Microsoft — 42 — 41,517 — $24,367

Corporate Connections · Number of Students · U.S. News "Best Colleges" 2010 Rank · Out-of-State Tuition 2009-10

UC BERKELEY — bp — 21 — 35,409 — $30,022

UCLA — citi — 24 — 39,650 — $29,897

USC — NOKIA Connecting People — 26 — 33,747 — $39,124

U. WISCONSIN MADISON — Roche — 39 — 42,030 — $22,270

U. MICHIGAN ANN ARBOR — Ford — 27 — 41,028 — $34,320

U. ILLINOIS URBANA-CHAMPAIGN — ADM — 39 — 43,246 — $25,756

U. TEXAS AUSTIN — at&t — 47 — 49,984 — $30,600

U. VIRGINIA — Northrop Grumman — 24 — 24,541 — $31,870

UNC-CHAPEL HILL — NIKE · gsk GlaxoSmithKline — 28 — 28,567 — $22,294

DUKE — The Home Depot — 10 — 14,060 — $38,975

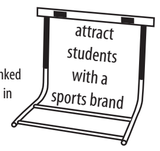
U. FLORIDA — Gatorade — 47 — 51,474 — $23,744

ACT

U.S. GOVERNMENT

Universities cut costs by hiring temporary adjunct professors. This strategy, pursued more extensively during favorable economic times than during budget crises, is a choice, not a necessity.

While universities divert funds elsewhere, instruction quality and per- student time decline as adjuncts are forced to over-load on teaching, often at multiple universities simultaneously, just to make ends meet.

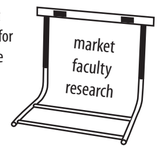


In 2008, UNC ranked 6th in the nation in university brand revenues.

The Chancellor recently signed a multi-million dollar contract with Nike. A large portion of that money is dedicated to non-tenure teaching.

THE GOAL OF RESEARCH AT UNC-CH

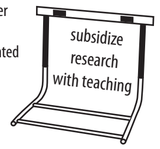
Universities own the to rights research conducted on campus, even if it is government funded. Plus, research dollars received and patents filed translate into easy numbers for rankings. Thus, the administration encourages faculty to focus on research that will be easy to market and is potentially profitable. Selling findings, licensing patents, and fostering startups are all ways that universities try to cash-in on research. Too bad studies say nearly all such endeavors lose money.



GRANT-FUNDED RESEARCH LOSES MONEY

When you include indirect cost recovery, such as building maintenance, labs, and review boards, universities lose money on research. According to a study by Chris Newfield at UCSB, the difference is paid for with teaching revenues from departments such as English and history.

Research is an essential part of higher education, but why should teaching departments subsidize market-oriented research for corporate partners and unprofitable university patents?



SOME UNC RESEARCH FUNDING SOURCES

$67,845,672	*Total College of Arts & Sciences funding, 2007-08*
$20,700,392	US National Institutes of Health (NIH)
$19,036,240	US National Science Foundation (NSF)
$3,768,000	US Department of Energy (DOE)
$4,077,000	Andrew W. Mellon Foundation
$3,614,700	US Department of Defense (DoD)
$1,534,000	Ford Foundation
$438,582	Cisco Systems, Inc.
$355,000	Rijk Zwaan
$258,668	Martek Biosciences, Corp
$252,250	South Carolina Sea Grant Consortium
$218,755	National Academy of Sports Medicine
$184,694	RAND Corporation

MORE TROUBLE WITH COMPETITION

- A bloated administrative bureaucracy forces academic workers to devote more time to vacuous administrative reporting, not their teaching or scholarly work.
- time to graduation counts towards rankings, so universities charge students penalties for additional semesters. At UNC, the continuing enrollment policy (CEP) for graduate students punishes international students, students who do fieldwork, and those who must work jobs on the side and/or care for their children and families.

- Programs that can measure their success in total revenue or in research dollars can easily assert their "value" over those that are less numeric, such as foreign languages or the humanities.
- As curricula are standardized in order to make them more comparable across universities, control over the curricula moves outside of the university, to groups such as the government or political think tanks.

In 1999 the Office of the Vice Provost for Graduate Studies and Research had 12 employees. By 2007 it become the Office of the Vice Provost for Research and Economic Development with 31 employees, outpacing the growth of UNC's research funding.

RANKING AGENCIES — Forbes · U.S.News & World Report · Newsweek · The Princeton Review · CollegeBoard

Administrators say UNC must compete: with other universities, other nations, and even itself. But unlike corporations, universities can't measure success by profits. They have to invent artificial rankings to measure who's "best". Rankings take on a life of their own, as 'success' for a university becomes defined by:

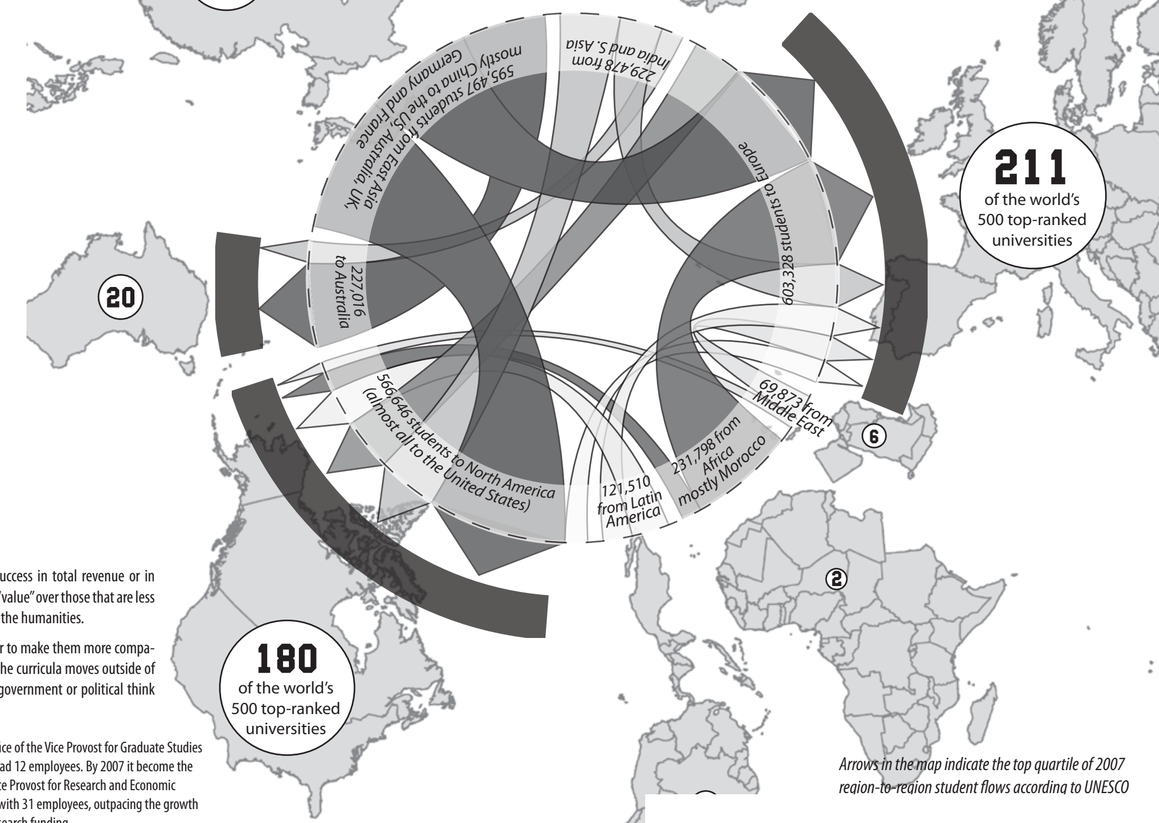
- *counting contract research dollars received from corporations, which shifts research priorities to what the University can sell*
- *comparing rankings of US universities, which shapes prospective students' choices and creates global flows of students*
- *tenure and hiring decisions made on the number of papers published, patents issued, or "citation indices", pushing faculty to focus on quick publication before teaching or publication for the general public.*

STUDENTS: GLOBAL MIGRANTS

In 2007, over two and a half million people enrolled in higher-education programs outside of their home countries. -UNESCO

Rankings build a global marketplace of higher education that channels migration, mostly from the Global South to the North. Profits flow as nations "export" education and degrees to earn tuition as immediate money, and as nations "import" students to earn human capital. Higher education is Australia's third largest export, and Britain lists it as a major industry alongside banking and finance. Higher education fuels national economies by building a skilled labor force and doing research.

The migrations of students, the machinery of this market, are neither smooth nor easy: student-migrants must navigate a labyrinth of visa applications, rejections, restrictions, customs interrogations, and surveillance. The US government requires universities to use SEVIS II, a new international student-surveillance system, funded by taxing students $100/year. British universities must police migrants to receive government funds. Because of strict visa requirements, students wanting to migrate into countries to study often apply not to the program they're most interested in, but whichever has the highest acceptance rate or the largest visa quotas.



Arrows in the map indicate the top quartile of 2007 region-to-region student flows according to UNESCO

'TOP-TIER' UNIVERSITIES ARE COMPETING

...for rankings
...for research $$
...for prestige
...for new students

To win, we have to become "not just good, but great."

But, great at what?

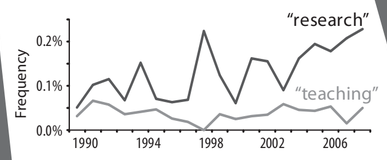
AT BEING LIKE EVERYONE ELSE.

AT UNC AND AT OTHER UNIVERSITIES....

...marketable research is emphasized more and more,

and undergraduate teaching less and less

What is UNC's Board of Trustees talking about?



- UNC Board of Trustees proceedings

...more and more new administrative jobs are created to sell the university and its research

Growing Administration

Growth in UNC Spending 2004-08

6.6% Administrative

4.8% Academic

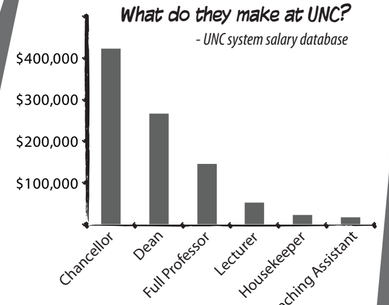
- Bain & Co. Report 7/09

...universities compete for top administrators, inflating their pay

$$$$$

What do they make at UNC?

- UNC system salary database

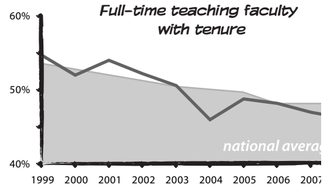


...classes are often taught by low-paid instructors, hired on semester-to-semester contracts without benefits and at poverty rates.

Less tenure means more work, less pay and NO job security...

...and yet students pay more and M

Full-time teaching faculty with tenure



- UNC Annual Report, US DOED

Students, faculty, and staff have less and less control over how the university is run

IS THIS THE UNIVERSITY WE WANT?