

APPENDIX I

Institutional Plan for Management Flexibility to Appoint and Fix Compensation The University of North Carolina at Charlotte – *Approved by Board of Trustees on June 7, 2002*

In accordance with the University of North Carolina Board of Governors policy number 600.3.4, adopted January 11, 2002, the University of North Carolina at Charlotte (UNC Charlotte), a Special Responsibility Constituent Institution of the University of North Carolina, respectfully submits the following plan for management flexibility for personnel appointments.

Policy 600.3.4 requires that to obtain such management flexibility, UNC Charlotte must demonstrate compliance with each of the following standards:

1. Policies and procedures for the recruitment and selection of senior academic and administrative officers.

UNC Charlotte's Academic Personnel Procedures Handbook provides instructions and policies for the recruitment and selection of Senior Academic and Administrative Officers. These policies require coordination and approvals from the EEO Office in each step of the hiring process.

The handbook includes, in pertinent part, the following provisions:

- Position allocation and approval
- Recruitment, including requirements for advertisement
- Screening of applicants
- Interview process
- Appointment terms and conditions

The UNC Charlotte Equal Employment Opportunity policy, Policy Statement #26, establishes a University Affirmative Action Officer who is assigned overall responsibility for the administration of and compliance with the EEO policy.

In addition, with respect to tenure-track faculty positions, the Provost approves all salary ranges at the time of position allocation. The Provost Office also reviews all faculty appointments for completeness, accreditation compliance, and salary and no position is processed through payroll until this review is complete. The Provost is consulted if there are questions relating to a particular offer.

With Personnel Management Flexibility the Provost will present a summary of these appointments to the Board of Trustees on a quarterly basis.

A training module for search committee chairs is provided on the UNC Charlotte website and this document is referenced in all EPA Staff and Faculty Training sessions.

2. **A campus policy for promotion and tenure that complies with the *Code* of the University of North Carolina and current federal law, provides for periodic pre-tenure, tenure and promotion review at multiple levels, and provides clear requirements for promotion and the conferral of permanent tenure.**

The Office of the President most recently reviewed and approved revisions to the UNC Charlotte Tenure Policies in July 1999. The UNC Charlotte Tenure Policies currently comply with *The Code of the University of North Carolina* and current federal law; provide for periodic pre-tenure, tenure, and promotion review at multiple levels; and provide clear requirements for promotion and the conferral of permanent tenure.

The individual college reappointment, promotion, and tenure procedures have been reviewed by the UNC Charlotte Office of the University Attorney and comply with the current UNC Charlotte Tenure Policies.

The UNC Charlotte Tenured Faculty Performance Review Policy details the periodic and comprehensive review of the performance of all tenured faculty whose primary duties are teaching, research, and service.

3. **A schedule and process for periodic review of promotion and tenure policies and a process for amending promotion and tenure policies that includes a review by the Office of the President.**

Section XI.C of the UNC Charlotte Tenure Policies provides: "At intervals of not more than eight years, the Chancellor will consult with the Faculty President and determine whether or not to initiate a review of this document by the faculty." UNC Charlotte has established a process for review and amendment of its promotion and tenure policies, which will be incorporated into the UNC Charlotte Tenure Policies when it is next reviewed and amended.

The Chancellor has directed the Office of the University Attorney to review the Tenure Policies during the spring semester of each even-numbered year and to recommend for approval by the Board of Trustees amendments necessary to respond to changes in law that affect those Policies. The review of the Tenure Policies through the Faculty Governance System on the eight-year schedule is intended to address practical concerns of the general faculty and make, where appropriate, changes recommended by that faculty. Through the biennial review of the tenure policies by Council, the faculty will be asked to consider changing the eight-year schedule to a shorter five-year schedule. We will, however, continue to respond to changes in the law through the biennial review by Council as stipulated above.

4. **Salary ranges bases on relevant data, for vice chancellors, provosts, deans, and other similarly situated administrators that are not included in the annual Board of Governors' study establishing salary ranges.**

The UNC Charlotte salary ranges for these senior officers are determined by data from the College and University Personnel Association (CUPA-HR) Administrative Compensation

Survey and also by surveying our peer institutions. We are requesting a Special Study CUPA data set that will only include information from our Peer Institutions approved by the Board of Governors. The applicable salary ranges from the CUPA-HR survey will be at a minimum of 60% of the 80th percentile and a maximum of 115% of the 80th percentile salaries. Where these data are not sufficient or do not exist to establish an appropriate range, then a range will be established by obtaining current salary comparisons through professional organizations such as AAUP, NASULGC, AACSB, and ASEE.

5. Evidence of comprehensive salary studies that establish salary ranges for tenured faculty within different disciplines based on relevant data.

UNC Charlotte has conducted comprehensive salary studies utilizing the data from College and University Personnel Association - HR (CUPA-HR) National Faculty Salary Survey. In a UNC Charlotte Salary Equity Study that involved collecting data over the last 20 years to evaluate gender equity, the CUPA-HR data set was used for consistency and to provide an adequate number of comparison salaries by discipline and rank. This data set compared UNC Charlotte salary indexes to four-year public institutions with non-collective bargaining agreements.

We are now requesting a Special Study CUPA data set for our faculty that will only include information from our Peer Institutions approved by the Board of Governors. Salary ranges will be established at a minimum of 60% of the 80th percentile and a maximum of 115% of the 80th percentile. .

UNC Charlotte also conducts periodic reviews of AAUP salary data for general comparisons with our approved list of peer institutions. Other data utilized in analysis of our salary levels include studies compiled by the National Association of State Universities and Land Grant Colleges (NASULGC), the Association to Advance Collegiate Schools of Business (AACSB), and the American Society for Engineering Education (ASEE).

6. Policies governing the compensation of faculty and non-faculty EPA (exempt from the State Personnel Act) from non-state sources such as grants, endowment funds, practice plan funds, etc.

Policy Statement #99, Supplemental and Summer Compensation for Professional Services to the University, provides exceptions to the general policy that for a full-time member of the faculty or EPA staff, the approved salary is the full compensation to be expected during the period of appointment. Such exceptions include compensation for additional teaching, funded projects, and administrative assignments. The policy prescribes specific procedures for such compensation exceptions, including: rates and limits for additional compensation, timing of requests, approvals, and methods of payment and deductions.

Endowment funds provide salary enhancements and small operating funds for our distinguished professors.

7. Policies governing any non-salary compensation of faculty and non-faculty EPA.

UNC Charlotte has recently established an official policy (Policy Statement #114, approved June 7, 2002) addressing non-salary compensation for faculty and EPA staff. A revision of this policy will be re-considered by the Board of Trustees at its September 27, 2002, meeting. Revisions to the policy include a non-discrimination clause; in addition, it includes a statement that upon recommendation of the Chancellor, the Board of Trustees will approve any non-salary compensation to vice chancellors and other senior academic and administrative officers for whom the Board of Governors establishes salary ranges. The Chancellor may approve such non-salary compensation either explicitly on a case-by-case basis or by approval of policies that pertain to EPA employees that are not subject to salary ranges established by the Board of Governors.

8. Documentation that the campus has not had audit findings related to personnel practices, salary or payroll for the previous three years or evidence that any findings have been remedied.

A letter from Randy Ross, UNC Charlotte Internal Auditor, certifies that the Office of the State Auditor has not cited UNC Charlotte for any audit findings related to personnel practices, salary or payroll for the last three years.

9. Evidence of appropriate accountability procedures in the event that the Board of Trustees delegates the authority granted pursuant to this policy to the chancellor.

The Board of Trustees resolution approving the Appointment and Compensation Delegation Chart requires that for those employment and compensation actions delegated to the Chancellor, the Chancellor will make quarterly reports to the Personnel Committee of the Board of Trustees.

The Appointment and Compensation Delegation Proposal Chart lists:

1. The relevant employment and compensation actions;
2. The EPA employees covered by each such action;
3. The current final authority for each such action;
4. Proposed alternatives for final authority;
5. The Chancellor's recommendation for changes to the final authority if granted management flexibility.

**Approval Authority for Personnel Appointments, Promotions, and Compensation Actions
Involving UNC Charlotte Positions Exempt From the State Personnel Act (EPA)**

| ACTION | Position Type | | | | | |
|---|---|---|--|---------------------------------|--|---|
| | Faculty | EPA Non-Faculty (Including EPA Instructional and EPA Research) | SAAO I ¹ | | | SAAO II ² (Assoc. & Asst. Vice Chancellor, Assoc. & Asst. Dean, etc.) |
| | | | Chancellor | Vice Chancellor & Provost | Dean & SAAO I positions for which the BOG does not establish salary ranges | |
| Establish or designate an EPA position | For information on the approval authority required to establish various types of EPA positions, refer to The Office of the President document “Positions Exempt from the State Personnel Act: Approval Authority and Submission Process to Establish and Designate EPA Positions” | | | | | |
| Appointment | Chancellor | Chancellor | Board of Governors | Board of Trustees* | Chancellor | Chancellor |
| Temporary appointment | Chancellor | Chancellor | President | Chancellor | Chancellor | Chancellor |
| Promotion to position type (see above) | Chancellor | Chancellor | Board of Governors | Board of Trustees* | Chancellor | Chancellor |
| Tenure | Board of Trustees* | N/A | N/A | N/A | N/A | N/A |
| Compensation actions ^{3**} | | | | | | |
| <u>Salary increase <15%</u> -Annual adjustment | Chancellor | Chancellor | Board of Governors | Board of Trustees* ⁴ | Chancellor | Chancellor |
| -Mid-year adjustment | Chancellor | Chancellor | Board of Governors | Board of Trustees* ⁴ | Chancellor | Chancellor |
| <u>Salary increase ≥ 15% over previous 6/30 salary</u> (annual or mid-year) | Board of Governors | Board of Governors | Board of Governors | Board of Governors | Board of Governors | Board of Governors |
| <u>Temporary supplement/stipend</u> | Chancellor | Chancellor | Board of Governors | Board of Trustees* ⁴ | Chancellor | Chancellor |
| <u>Retreat rights</u> (conversion from administrator to faculty) | Chancellor | Chancellor | Board of Governors/ Board of Trustees | Board of Trustees* | Chancellor | Chancellor |

* Boards of Trustees may not delegate the authority for these actions.

** Compensation actions are subject to the Board of Governors' Resolution of May 10, 2002.

¹ As defined by UNC Policy 300.1.1, Section I.A.

² As defined by UNC Policy 300.1.1, Section I.B.

³ Approval authority is the same regardless of source of funding (i.e., state and non-state funds).

⁴ Increases that cause salaries to exceed the salary ranges established by the Board of Governors require prior approval by the Board of Governors.

INSTITUTIONAL PLAN FOR MANAGEMENT FLEXIBILITY FOR PERSONNEL APPOINTMENTS

- Attachment 1: Pertinent sections of Academic Personnel Procedures Handbook
- Attachment 2: Policy Statement #26, Equal Employment Opportunity
- Attachment 3: Training Module on Interview and Search Committee Guidelines
- Attachment 4: Tenure Policies, Regulations, and Procedures of the University of North Carolina at Charlotte
- Attachment 5: Tenured Faculty Performance Review Policy
- Attachment 6: Gandar/Troyer Salary Equity Study
- Attachment 7: Policy Statement #99, Supplemental and Summer Compensation for Professional Services to the University
- Attachment 8: Policy Statement #114, Non-Salary Compensation for Employees Exempt from the State Personnel Act
- Attachment 9: Letter from the Internal Auditor
- Attachment 10: Appointment and Compensation Delegation Proposal Chart
- Attachment 11: 2001 Baccalaureate Completions by 6-Digit CIP, UNCC and Peer Institutions
- Attachment 12: Academic Personnel Review Process