

# **Committee on Personnel and Tenure**

## **Overview of Responsibilities and Plans for 2007-2008**

### **I. Composition of the Committee**

#### Members:

Hannah D. Gage, Chair  
H. Frank Grainger Vice Chair  
Peter D. Hans, Secretary  
Laura W. Buffaloe  
Clarice Cato Goodyear  
Fred G. Mills  
Priscilla P. Taylor

#### Staff:

Harold L. Martin, Senior Vice President for Academic Affairs  
Leslie Winner, Vice President and General Counsel  
Charles Waldrup, Associate Vice President for Legal Affairs  
Lisa Adamson, Administrative Staff

### **II. Duties and Responsibilities of the Committee (as outlined in The Code of the University)**

- Upon recommendation by the President, the Committee reviews and makes recommendations to the Board for the following actions for those institutions that have not been *granted management flexibility to appoint and fix compensation*, and UNC-General Administration.  
  
~ Salary increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges.
- For those institutions with management flexibility to appoint and fix compensation, the Committee still must approve salary increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges. Institutions without *management flexibility* at this time are: Elizabeth City State University, Fayetteville State University, North Carolina A&T State University, North Carolina Central University and North Carolina School of the Arts.
- The Committee advises and assists the President in the review and evaluation of tenure policies and regulations.
- The Committee reviews all appeals from faculty members that involve questions of tenure or dismissals.
- The Committee advises the President as needed on chancellor salaries, compensation, retreat rights and evaluation, and makes recommendations for chancellor compensation to the Board. The Committee carefully reviews such recommendations prior to seeking full approval by the Board.

## **Committee on Personnel and Tenure**

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- The Committee serves as the Board committee for the annual faculty teaching awards program.
- The Committee reviews and recommends policies pertaining to conditions of employment for faculty and non-faculty EPA employees.

For each month that the Board of Governors meets, the Committee reviews and makes recommendations on salary increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges. The Committee also hears appeals that involve questions of tenure as necessary.

#### **2007-2008 Tentative Schedule:**

<b>September 2007</b>	Approve Chancellors' Salaries Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges 2007 BOG Awards for Excellence in Teaching Allocation of Funds Report Report on Leadership Institutes
<b>October, 2007</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges Review of SAAO salaries from campuses Approve annual planning document Annual Report on Committee Activities Annual Report on Distinguished Professors
<b>November, 2007</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges Chancellors' and President evaluation summary (tentative date) Report on Phased Retirement Program Report on Post-Tenure Review Teaching Awards assignment review Post-Tenure Review process – Code 603/604 revisions
<b>January, 2008</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges
<b>February, 2008</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges Review legislative issues related to personnel policies, benefits, and salaries

## **Committee on Personnel and Tenure**

### **Overview of Responsibilities and Plans for 2007-2008**

<b>March, 2008</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges Review Faculty Salary Studies, as needed
<b>May, 2008</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges Teaching Awards program Resolution Honoring Retired Faculty
<b>June, 2008</b>	Salary Increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges

### **III. Issues to be addressed by the Committee during 2007-2008:**

- **Routine Matters**  
Consistent with its primary responsibility, the Committee will address policy changes and appeals concerning the awarding of tenure or dismissals.
- **Chancellors' Compensation**  
Chancellor's and the President's compensation.
- **Management Flexibility to Appoint and Fix Compensation**  
The Committee has the authority to grant management flexibility to the campuses based on the campus submission of required materials. The Committee also requires an annual report. The Committee will monitor the process and make adjustments as necessary. Currently eleven campuses and the North Carolina School of Science and Mathematics have management flexibility to appoint and fix compensation and the Committee will work to ensure that the remaining five campuses seek management flexibility as well.
- **Monitor and Review Studies of Faculty Salaries and Compensation**  
The General Assembly in 1999 requested that the Board conduct a study of faculty salaries and compensation among the institutions of the University, comparing each of the institutions to other peer institutions in the state, region, and nation. The Board has delegated this duty to the President pursuant to Policy 200.6 *Delegation of Authority to the President*, adopted on November 13, 2006 and amended on June 8, 2007. As a result of that study, the President makes recommendations on appropriate adjustments to faculty salaries and compensation to achieve competitive levels with peer institutions and to enhance academic excellence on each campus. This Committee will continue to monitor peer data and, in particular, to keep aware of the increasing gap in faculty compensation between public and private institutions.
- **System Review of HR Policies and Practices**  
Given the need to attract, retain, and develop an increasing number of faculty and highly trained staff, the Human Resources division and Academic Affairs will

## **Committee on Personnel and Tenure**

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continue to review and recommend University EPA policies and practices to determine whether they comply with legal requirements and current best practices in the human resource area. Recommendations as a result of that review may come to the Committee.

- **Phased Retirement Program for Faculty**

The Committee has approved the Phased Retirement Program as an on-going policy. This program is designed to make it possible for the individual faculty member to make a smoother transition into full retirement. The Committee will continue to receive annual reports on the program and make revisions to it as necessary.

- **Post-Tenure Review**

During 1998-99, the Post-Tenure Review process was instituted, mandating systematic, regular evaluation of the performance of tenured faculty. Revisions to Policy 300.7.2, *The University of North Carolina Phased Retirement Program*, were approved at the September 7, 2007 Board of Governors meeting. The Committee receives a report each November.

- **Study of Non-Tenure Track Faculty**

Institutions are increasingly relying on part-time and non-tenure track faculty to meet instructional needs. This is a national phenomenon and is not limited to North Carolina. Dr. Betsy Brown chaired a committee to review this situation and presented a report that included recommendations that the Committee continue to monitor the conditions of employment for non-tenure track faculty. Dr. Brown, in her new role as the Assistant to the Provost at North Carolina State University, will continue to coordinate UNC's participation in COACHE, a Harvard Graduate School of Education tenure-track faculty job satisfaction survey to evaluate work satisfaction among early career faculty. The Committee will continue to monitor the employment conditions for this group of faculty.

- **Leadership Institute and Faculty Development**

During the past five years, General Administration has sponsored summer Leadership Institutes for chairs and deans as well as institutes for development officers at focused growth institutions. The *Senior Executive Fellow* program began with the appointment of Dr. Walter Harris in 2002-2003 and continued with the appointment of Dr. Carroll-Ann Trotman as a Leadership Fellow. During 2005-2006, Dr. Karla Hughes served as an ACE Fellow and Dr. Cynthia Wolf-Johnson served as a Leadership Fellow in Academic and Student Affairs. During 2007-08, Dr. Jerome Lavelle will serve as and ACE Fellow in the area of Academic Affairs. These efforts are critical to the development of leadership within the University and retention of our faculty and administrators and will continue under the direction of Dr. Bobby Kanoy. The Committee will continue to receive an annual report of these activities.

## **Committee on Personnel and Tenure**

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- The “Engaged University”
- Policies regarding SPA employees

#### **IV. Recent Significant Work**

- Reviewed and recommended approval of amendments to Policy 1000.2.2 “*Waiver of Tuition and Fees for Faculty and Staff*”
- Reviewed and recommended approval to 100.1 of The *Code*, Chapter V, Section 500B and Chapter VI, Section 602 with respect to the North Carolina School of Science and Mathematics becoming a “constituent high school” effective as of July 1, 2007
- Continued to support the UNC Leadership Institute to provide leadership training for staff and faculty throughout the system
- Approved the Non-Tenure Track Faculty report and recommendations
- Approved Management Flexibility to Appoint and Fix Compensation to eleven constituent institutions and the North Carolina School of Science and Mathematics
- Recommended amendments to the policy on the *Distinguished Professors Endowment Trust Fund*
- Recommended proposed policy 300.7.4., *Policy On Offering Roth 403(B) Accounts*, which would allow campuses to enter into agreements with companies to offer Roth 403(b) accounts to their employees
- Reviewed and recommended amendments to Policy 300.7.1 “*Optional Retirement Program*” and to the *Optional Retirement Plan*

#### **V. Questions and Recommendations for Discussion**

- What role should the Committee play in developing and obtaining authorization for a comprehensive Human Resource system for all non-faculty employees? This is closely tied to flexibility measures.
- What recommendations should be made regarding chancellor compensation?
- What role should P&T play in providing more competitive benefits to UNC employees?

10/3/2007