

DRAFT – PENDING LEGISLATIVE ACTION**RESOLUTION ON FACULTY AND NON-FACULTY EPA SALARY INCREASES 2004-2005****I. General Policy**

Actions by the 2004 Session of the North Carolina General Assembly included appropriations available to the Board of Governors for 2004-2005 for salary increases for faculty and other employees who are exempt from the State Personnel Act.

In addition to those funds provided by the General Assembly, the Board of Governors has determined that any institutional funds for salary increases shall be used as determined by each chancellor, subject to the limitations and conditions set out below, to award increases to faculty and non-faculty EPA employees based on consideration of performance, to recognize merit, and to address salary inequities that may have arisen during a period of scarce resources for academic salaries.

Campus-initiated tuition increases provide funds to enhance academic quality and may be used for salary increases that are consistent with the Board of Governors' mandate regarding the use of these funds.

A. The Basic Appropriation:

The Board of Governors has determined that the basic appropriation of 2.50% shall be distributed to the institutions in exact proportion to the share of each institution in the salary base. Further, all funds for salary increases shall be used as determined by each chancellor subject to the limitations and conditions set out below in the best interest of the institution to award increases to faculty and non-faculty EPA employees based on consideration of performance, to recognize merit, to respond to market conditions, and to address salary inequities that may have arisen during a period of scarce resources for academic salaries.

| <u>Code</u> | <u>Salary Base</u> | <u>2004 – 2005 EPA Salary Inc Funds</u> | <u>Matching Soc Sec Funds</u> | <u>Matching Retire Funds</u> | <u>Total Allocation</u> |
|--|--------------------|---|-----------------------------------|----------------------------------|-----------------------------|
| (2.50% Legislative Salary Increase) | | | | | |
| (* - this information will be supplied after BOG approval) | | | | | |

II. Policies For Salary Increases, 2004-2005**A. Limitations and Conditions for Salary Adjustments**

All funds available to the institution for salary increases (which may include funds available from vacant lines, endowment funds, campus-initiated tuition increases, or grant funds) are subject to the limitations and conditions set out below

1. Salary increase funds shall be used only to address merit, market and equity issues
2. Senior administrative officers' salaries must be set within ranges established by the Board of Governors (Section II.B. below). Requests for exceptions must be forwarded with recommendations from the Chancellor, the President, and the Committee on Personnel and Tenure to the Board of Governors.
3. Faculty salaries in Health Affairs are subject to the ceilings established by the Board of

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Governors (Section II.C. below). UNC-CH and ECU are each allowed five exceptions to the ceilings. A separate memo must document the exceptions.

4. Salaries for tenured and tenure-track faculty members should be consistent with peer salaries and disciplinary comparisons. The peers for each campus are those identified in the 1999 University Faculty Salary Study.
5. Funds from foundations, trust funds, grants, or other non-state sources may be used to provide salary increases within limits set by the President.
6. For those qualifying persons paid partially or entirely from medical faculty practice plans, the compensation bonuses will be paid from the plans in proportion to the distribution of their salaries between the plan and the state sources. The remaining salary increase for these persons may be paid from the medical faculty practice plans according to the availability of such funds without regard to the proportionate conditions from state sources.

B. Salary Ranges for Selected Senior Academic and Administrative Officers

The following salary ranges for selected senior academic and administrative officers have been established for the year 2004–2005. Salary ranges for deans are not included. Each institution should have defensible salaries for deans based on discipline and national peer data. Salaries for deans and configurations of colleges and schools vary too much to set system-wide salary ranges. The administrative salary ranges were approved by the Board of Governors on May 14, 2004 and are based on CUPA data of peer institutions.

| Chancellors | <u>2003-2004</u> | <u>2004-2005</u> |
|-------------------------------------|-------------------------|-------------------------|
| North Carolina State University | \$257,134-411,429 | \$295,704-473,143 |
| UNC-Chapel Hill | 257,134-411,429 | 295,704-473,143 |
| East Carolina University | 197,237-315,591 | 205,674-329,090 |
| UNC-Charlotte | 197,237-315,591 | 205,674-329,090 |
| UNC-Greensboro | 197,237-315,591 | 205,674-329,090 |
| Appalachian State University | 148,483-237,582 | 156,362-250,189 |
| North Carolina A&T State University | 148,483-237,582 | 156,362-250,189 |
| North Carolina Central University | 148,483-237,582 | 156,362-250,189 |
| UNC-Wilmington | 148,483-237,582 | 156,362-250,189 |
| Fayetteville State University | 141,846-226,962 | 144,573-231,325 |
| UNC-Pembroke | 141,846-226,962 | 144,573-231,325 |
| Western Carolina University | 141,846-226,962 | 144,573-231,325 |
| Elizabeth City State University | 134,208-214,741 | 134,208-214,741 |
| Winston-Salem State University | 134,208-214,741 | 134,208-214,741 |
| UNC-Asheville | 134,208-214,741 | 167,486-267,987 |
| North Carolina School of the Arts | 134,208-214,741 | 167,486-267,987 |

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| Chief Academic Officers/Provosts | <u>2003-2004</u> | <u>2004-2005</u> |
|---|-------------------------|-------------------------|
| North Carolina State University | \$208,114-332,994 | \$220,470-352,765 |
| UNC-Chapel Hill | 208,114-332,994 | 220,470-352,765 |
| East Carolina University | 159,948-255,926 | 161,352-258,172 |
| UNC-Charlotte | 159,948-255,926 | 161,352-258,172 |
| UNC-Greensboro | 159,948-255,926 | 161,352-258,172 |
| Appalachian State University | 113,318-181,315 | 113,318-181,315 |
| North Carolina A & T State University | 113,318-181,315 | 113,318-181,315 |
| North Carolina Central University | 113,318-181,315 | 113,318-181,315 |
| UNC-Wilmington | 113,318-181,315 | 113,318-181,315 |
| Fayetteville State University | 103,388-165,427 | 104,807-167,697 |
| UNC-Pembroke | 103,388-165,427 | 104,807-167,697 |
| Western Carolina University | 103,388-165,427 | 104,807-167,697 |
| Elizabeth City State University | 96,105-153,773 | 97,984-156,781 |
| Winston-Salem State University | 96,105-153,773 | 97,984-156,781 |
| UNC-Asheville | 96,105-153,773 | 109,523-175,243 |
| North Carolina School of the Arts | 96,105-153,773 | 109,523-175,243 |
| Chief Finance Officers | <u>2003-2004</u> | <u>2004-2005</u> |
| North Carolina State University | \$172,339-275,752 | \$172,339-275,752 |
| UNC-Chapel Hill | 172,339-275,752 | 172,339-275,752 |
| East Carolina University | 130,295-208,479 | 130,978-209,573 |
| UNC-Charlotte | 130,295-208,479 | 130,978-209,573 |
| UNC-Greensboro | 130,295-208,479 | 130,978-209,573 |
| Appalachian State University | 103,425-165,486 | 105,935-169,501 |
| North Carolina A & T State University | 103,425-165,486 | 105,935-169,501 |
| North Carolina Central University | 103,425-165,486 | 105,935-169,501 |
| UNC-Wilmington | 103,425-165,486 | 105,935-169,501 |
| Fayetteville State University | 92,778-148,451 | 93,797-150,081 |
| UNC-Pembroke | 92,778-148,451 | 93,797-150,081 |
| Western Carolina University | 92,778-148,451 | 93,797-150,081 |
| Elizabeth City State University | 87,646-140,238 | 87,646-140,238 |
| Winston-Salem State University | 87,646-140,238 | 87,646-140,238 |

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| | | |
|-----------------------------------|----------------|-----------------|
| UNC-Asheville | 87,646-140,238 | 107,987-172,785 |
| North Carolina School of the Arts | 87,646-140,238 | 107,987-172,785 |

| Chief Student Affairs Officers | <u>2003-2004</u> | <u>2004-2005</u> |
|---------------------------------------|-------------------------|-------------------------|
| North Carolina State University | \$132,602-212,170 | \$132,602-212,170 |
| UNC-Chapel Hill | 132,602-212,170 | 132,602-212,170 |
| East Carolina University | 110,305-176,494 | 112,250-179,607 |
| UNC-Charlotte | 110,305-176,494 | 112,250-179,607 |
| UNC-Greensboro | 110,305-176,494 | 112,250-179,607 |
| Appalachian State University | 93,053-148,891 | 97,991-156,791 |
| North Carolina A & T State University | 93,053-148,891 | 97,991-156,791 |
| North Carolina Central University | 93,053-148,891 | 97,991-156,791 |
| UNC-Wilmington | 93,053-148,891 | 97,991-156,791 |
| Fayetteville State University | 88,726-141,967 | 90,316-144,510 |
| UNC-Pembroke | 88,726-141,967 | 90,316-144,510 |
| Western Carolina University | 88,726-141,967 | 90,316-144,510 |
| Elizabeth City State University | 79,359-126,979 | 79,359-126,979 |
| Winston-Salem State University | 79,359-126,979 | 79,359-126,979 |
| NC-Asheville | 79,359-126,979 | 87,530-140,053 |
| North Carolina School of the Arts | 79,359-126,979 | 87,530-140,053 |

| Chief Development Officers | <u>2003-2004</u> | <u>2004-2005</u> |
|---------------------------------------|-------------------------|-------------------------|
| North Carolina State University | \$172,898-276,647 | \$172,898-276,647 |
| UNC-Chapel Hill | 172,898-276,647 | 172,898-276,647 |
| East Carolina University | 117,610-188,183 | 125,633-201,020 |
| UNC-Charlotte | 117,610-188,183 | 125,633-201,020 |
| UNC-Greensboro | 117,610-188,183 | 125,633-201,020 |
| Appalachian State University | 98,448-157,522 | 103,061-164,903 |
| North Carolina A & T State University | 98,448-157,522 | 103,061-164,903 |
| North Carolina Central University | 98,448-157,522 | 103,061-164,903 |
| UNC-Wilmington | 98,448-157,522 | 103,061-164,903 |
| Fayetteville State University | 87,732-140,377 | 87,732-140,377 |
| UNC-Pembroke | 87,732-140,377 | 87,732-140,377 |
| Western Carolina University | 87,732-140,377 | 87,732-140,377 |

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| | | |
|-----------------------------------|----------------|-----------------|
| Elizabeth City State University | 83,935-134,301 | 83,935-134,301 |
| Winston-Salem State University | 83,935-134,301 | 83,935-134,301 |
| UNC-Asheville | 83,935-134,301 | 103,597-165,761 |
| North Carolina School of the Arts | 83,935-134,301 | 103,597-165,761 |

| Chief Information Officers | <u>2003-2004</u> | <u>2004-2005</u> |
|--|-------------------------|-------------------------|
| UNC-Chapel Hill Vice Chancellor-Information Tech. | \$166,021-265,643 | \$166,021-265,643 |
| UNC-Greensboro Vice Chancellor-Information Technology and Planning | \$116,733-186,779 | \$119,696-191,520 |
| North Carolina A & T State University Vice Chancellor - Information Technology & Chief Information Officer | \$85,915-137,469 | \$90,884-145,420 |
| UNC-Wilmington Vice Chancellor-Information Technology Systems & Associate Provost | \$85,915-137,469 | \$90,884-145,420 |

| Chief Research/Graduate Officers | <u>2003-2004</u> | <u>2004-2005</u> |
|--|-------------------------|-------------------------|
| North Carolina State University Vice Chancellor-Research & Graduate Studies | \$183,140-293,034 | \$186,363-298,191 |
| UNC-Chapel Hill Vice Chancellor-Grad. Studies & Res. | \$183,140-293,034 | \$186,363-298,191 |
| East Carolina University Vice Chancellor for Research, Economic Development and Community Engagement | \$130,691-209,114 | \$139,251-222,809 |
| North Carolina A & T State University Vice Chancellor-Research | \$123,576-197,728 | \$142,112-227,388 |

| Varied Vice Chancellor Titles | <u>2003-2004</u> | <u>2004-2005</u> |
|---|-------------------------|-------------------------|
| East Carolina University Vice Chancellor-Health Sciences & Dean of the Medical School | \$245,767-393,240 | \$249,581-399,343 |

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| | | |
|---|-------------------------|-------------------------|
| North Carolina State University Vice Chancellor for University Extension & Engagement | \$129,303-206,893 | \$135,989-217,590 |
| North Carolina State University Vice Chancellor and General Counsel | \$141,759-226,823 | \$148,148-237,045 |
| UNC-Chapel Hill Vice Chancellor and General Counsel | \$141,759-226,823 | \$148,148-237,045 |
| UNC-Chapel Hill Vice Chancellor & Dean-Medical Affairs | \$305,073-488,135 | \$350,834-561,355 |
| UNC-Pembroke Vice Chancellor for Enrollment Management | \$ 80,200-128,324 | \$80,200-128,324 |
| UNC-Pembroke Vice Chancellor for University and Community Relations | \$ 57,340-91,748 | \$ 57,389-91,826 |
| UNC-Wilmington Vice Chancellor-Public Service & Ext. Ed. & Associate Provost | \$ 80,699-129,122 | \$ 80,699-129,122 |
| Office Of The President | <u>2003-2004</u> | <u>2004-2005</u> |
| President | \$303,418-485,486 | \$348,931-558,309 |
| Senior Vice President for Academic Affairs | 245,574-392,933 | 260,155-416,262 |
| Senior Vice President for University Affairs | 204,020-326,443 | 204,020-326,443 |
| Vice President-Finance | 203,360-325,387 | 203,360-325,387 |
| Vice President for Information Resources | 195,905-313,459 | 195,905-313,459 |
| Vice President for Academic Planning | 148,271-237,242 | 157,592-252,157 |
| Vice President for Strategy Development and Analysis | (new) | 157,592-252,157 |
| Vice President for Research and Sponsored Programs | 216,105-345,780 | 219,908-351,865 |
| Vice President-University/School Programs | 148,271-237,242 | 157,592-252,157 |
| Vice President and General Counsel | 167,276-267,651 | 174,814-279,713 |

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Secretary of the University

88,343-141,354

90,110-144,181

C. Salary Ceilings for Certain Faculty Groups in Health Affairs

The ceilings listed below are established for faculty in the Schools of Medicine at East Carolina University and at UNC-Chapel Hill according to the indicated clusters and are based on the *Report on Medical School Faculty Salaries* published by the Association of American Medical Colleges (AAMC). Salary ceilings include funds paid from all sources. Salary ceiling information was submitted jointly by The Brody School of Medicine at East Carolina University and the University of North Carolina at Chapel Hill School of Medicine.

Departments of Anesthesiology, Emergency Medicine, Obstetrics-Gynecology, Ophthalmology, Otolaryngology, Orthopedics, Clinical Pathology, Radiology, Radiation Oncology, Pediatric Cardiology and Neonatology, Internal Medicine Cardiology, Gastroenterology, and Oncology and Surgical Subspecialties (except Cardiothoracic Surgery)

| | <u>2003-2004</u> | <u>2004-2005</u> |
|---|-------------------------|-------------------------|
| Professor and Chair, Division Chief or Center Dir. Chief (<i>new for 2004-2005</i>) | \$750,000 n/a | \$1,110,000 514,000 |
| Professor | 437,000 | 451,000 |
| Associate Professor | 392,000 | 401,000 |
| Assistant Professor | 330,000 | 345,000 |
| Instructor | 240,000 | 327,000 |
| Cardiothoracic Surgery | | |
| Division Chief | \$842,000 | \$962,000 |
| Chief (<i>new for 2004-2005</i>) | n/a | 781,000 |
| Professor | 515,000 | 511,000 |
| Associate Professor | 430,000 | 422,000 |
| Assistant Professor | 315,000 | 320,000 |
| Instructor | 238,000 | 250,000 |
| All Other Departments | | |
| Professor and Chair, Division Chief or Center Director Chief (<i>new for 2004-2005</i>) | \$414,000 n/a | \$416,000 315,000 |
| Professor | 263,000 | 271,000 |
| Associate Professor | 254,000 | 274,000 |
| Assistant Professor | 214,000 | 223,000 |
| Instructor | 203,000 | 203,000 |
| Department of Allied Health Sciences | | |
| Professor & Chair (Dean equivalent) | n/a | \$195,266 |
| Chief (Chair equivalent) | n/a | 156,997 |

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| | | |
|---------------------|-----|---------|
| Professor | n/a | 155,286 |
| Associate Professor | n/a | 118,971 |
| Assistant Professor | n/a | 94,336 |
| Instructor | n/a | 73,692 |

The ceilings listed below are established for faculty in the Schools of Dentistry and Public Health at UNC-Chapel Hill. These ceilings include salaries paid from all sources.

| | <u>2003-2004</u> | <u>2004-2005</u> |
|------------------------------------|-------------------------|-------------------------|
| School of Dentistry | | |
| Professor and Chair | \$410,800 | \$425,000 |
| Professor | 387,400 | 410,000 |
| Associate Professor | 353,400 | 385,000 |
| Assistant Professor | 306,000 | 325,000 |
| Instructor | 197,000 | 205,000 |
| School of Public Health | | |
| Professor and Chair | \$344,000 | \$361,000 |
| Professor | 329,000 | 345,000 |
| Associate Professor | 218,000 | 229,000 |
| Assistant Professor | 172,000 | 181,000 |
| Instructor | 122,000 | 128,000 |

D. Salary Reductions for Certain Faculty Members in Clinical Departments of the Schools of Medicine

Since it is commonplace that substantial components of salaries of full-time faculty members in clinical departments of schools of medicine derive from receipts for patient care by approved institutional clinical practice plans, it is acknowledged that total salaries of faculty members for full-time service in these disciplines should reflect their levels of clinical activity. Thus, it is consistent that the salary of a faculty member in a clinical department be subject to a negative adjustment if there is a substantial reduction in the individual's level of participation in the practice plan.

- E.** The cover memo to this document provides advice to each campus to determine appropriate salary ranges for faculty based on peer data (you are reminded that the peers for each campus are those identified in the 1999 University Faculty Salary Study) and disciplinary comparisons.

III. Procedures For Review And Approval

1. Consistent with the foregoing requirements, the Chancellors shall present their salary increase recommendations to the President in the form and manner prescribed by the President. (*See Attachment A*)
2. Recommended salary increases for designated senior academic and administrative officers, and

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for all other EPA personnel in the Office of the President, General Administration, and the UNC Center for Public Television, shall be submitted by the President to the Committee on Personnel and Tenure, and the Committee shall then make its recommendations to the Board of Governors. These designated “senior academic and administrative officers” include the chancellors, vice chancellors and provosts, deans, and directors of major educational or public service activities who have a rank equivalent to dean, head librarians, or legal assistants to the chancellors (*see Attachment C.*) The Chancellors’ recommendations for salary increases for senior academic and administrative officers must be received by the President by _____, 2004 to insure time for review by the President, the Committee on Personnel and Tenure, and final action by the Board of Governors. Please use the attached form, “*Recommended Salary Increases for Senior Academic and Administrative Officers – 2004-2005*,” for this purpose (*Attachment A.*)

Campuses with Management Flexibility to Appoint and Fix Compensation do not need to provide this information for approval and should submit the attached form, “*Recommended Salary Increases for Senior Academic and Administrative Officers – 2004-2005*” (*Attachment A*) for information purposes only, by September 1, 2004.

3. Final approval of all salary increases other than those in II.B. is delegated to the President for all campuses without Management Flexibility to Appoint and Fix Compensation, except that the concurrence of the Committee on Personnel and Tenure shall be required for any increase of 15% or more over the 2003-2004 salary. Please use the attached form #PA 100, “*Personnel Action Requiring Approval of the Board of Governors*,” for this purpose (*Attachment B.*) Recommendations must be received by the President by _____, 2004.
4. For faculty members in clinical departments of the schools of medicine, authority is delegated to the chancellor at those campuses with Management Flexibility to Appoint and Fix Compensation to approve guidelines and procedures as developed by the institutions, and to have final approval of all salary *decreases* recommended by the chancellor for faculty members in those departments. The approved guidelines and an annual summary of salary reductions for faculty members in clinical departments of the schools of medicine under this resolution shall be reported to the Committee. Submit this report by the _____, 2004 deadline.
5. The President is authorized to delegate to the Chancellors approval of all increases below 15% for persons not included on the BD-119 and who are paid entirely from grants or contracts, or other non-appropriated funds.
6. Salary increases for 2004-2005 shall not be reflected in any payrolls until the institution has been authorized to do so by the President.
7. Salaries for any individual that lead to a salary level of 15% or more over the approved salary for 2003-2004 shall continue to require prior approval by the President and the Committee on Personnel and Tenure, except as outlined below. Such increases should be requested only in exceptional circumstances.

No reporting or other action shall be necessary for

- a. An increase resulting from a change in contract period, (*e g.*, 9 months service to 12 months service according to institutional policies so long as the monthly increase is not 15% or more), or

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- b. A temporary administrative supplement (such as for advisers, department chairs, assistant department chairs, etc.) *that does not change the annual base salary rate*. It is anticipated that such increases will be associated with persons given new or additional assignments or changes of duty; or
- c. An increase in an EPA salary, less than 15%, paid entirely from grants or contracts or other non-appropriated funds, such as an increase associated with an anniversary date of employment or of the contract(s) and grant(s) from which the salary is funded.

IV. Term of Resolution

This Resolution rescinds earlier salary resolutions and will remain in effect until the Board of Governors adopts a salary resolution for 2005-2006, or otherwise modifies or rescinds this Resolution.

(Attachment A)

RECOMMENDED SALARY INCREASES FOR SENIOR ACADEMIC AND ADMINISTRATIVE OFFICERS - 2004 - 2005**Institution:** _____

| <u>Title</u> | <u>Name</u> | <u>Current Salary</u> | <u>Amount of Increase</u> | <u>Proposed Salary 7/1/04</u> | <u>% Increase</u> |
|--------------|-------------|---------------------------|-----------------------------------|---------------------------------------|-----------------------|
|--------------|-------------|---------------------------|-----------------------------------|---------------------------------------|-----------------------|

**Wherever non-state funds are included,
please indicate amount and source*

Chancellor_____
Date

*Attachment B***PERSONNEL ACTION REQUIRING APPROVAL OF THE BOARD OF GOVERNORS**

This form is designed for submitting all personnel requests that require BOG approval. This form can be found at <http://www.northcarolina.edu/content.php/hr/univform.htm>

Name of Institution: _____

Name of Appointee: _____

Department: _____ **College:** _____

Current UNC Rank or Title: (if applicable) _____ **Proposed Rank or Title:** _____

Indicate Type of Action: (select all that apply)

Administrative Appointment: ☐

Reappointment: ☐

New Faculty Appointment: ☐

Conferral of Tenure: ☐

Promotion: ☐

***Salary Increase of 15% or more:** ☐

Other:

(describe) _____

Distinguished Professorship: (provide name of professorship) _____

Effective Date of Action: _____

Contract Period: **Administrative Appointment:** 9 mo ☐ 12 mo ☐
 Faculty Appointment: 9 mo ☐ 12 mo ☐

Salary: \$ _____ **Source(s): State Funds:** \$ _____ ***Non-State Funds:** \$ _____

**Indicate Sources of non-state funds generically (i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.)*

Justification for Salary increase of 15% or more:

Salary as of **Current** **Proposed** **Percentage**
June 30, 2004: \$ _____ **Salary:** \$ _____ **Salary:** \$ _____ **of Increase:** _____ %

Source(s): State Funds: \$ _____ ***Non-State Funds:** \$ _____

**Indicate Sources of non-state funds generically (i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.)*

Salary Range (where applicable): \$ _____ to \$ _____

For ALL other actions, please complete items 1-7

1. Education Background: (indicate degree, date earned and institution, note additional study & training)**2. Teaching and other professional experience:** (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date)**3. Scholarly & Creative Activities:****4. Prior Recommendations/Personnel Actions:**

(please check appropriate responses)

| <u>Type</u> | <u>Number</u> | <u>Source</u> | <u>Recommended</u> | <u>Not Recommended</u> |
|------------------------------------|---------------|-------------------------|--------------------------|--------------------------|
| Book | _____ | Chair/Head | <input type="checkbox"/> | <input type="checkbox"/> |
| Edited Book | _____ | Dean/Director | <input type="checkbox"/> | <input type="checkbox"/> |
| Chapter | _____ | Provost/Vice Chancellor | <input type="checkbox"/> | <input type="checkbox"/> |
| Refereed Journal Article | _____ | Board of Trustees | <input type="checkbox"/> | <input type="checkbox"/> |
| Other Journal Article | _____ | | | |
| Juried Performance/Show | _____ | | | |
| Non-Juried Performance/Show | _____ | | | |
| Other (please provide description) | _____ | | | |

5. Membership in professional organizations:**6. Professional service on campus:****7. Professional service off campus:**