

Committee on Personnel and Tenure

Overview of Responsibilities and Plans for 2010-2011

I. Composition of the Committee

Members:

Fred G. Mills, Chair
Laura W. Buffaloe, Vice Chair
David W. Young, Secretary
Walter C. Davenport
Paul Fulton
G. Leroy Lail
Gladys Ashe Robinson

Staff:

Alan R. Mabe, Senior Vice President for Academic Affairs
Laurie Charest, Interim Vice President for Human Resources
Laura Luger, Vice President and General Counsel
Thomas Shanahan, 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 on the following actions for those institutions that have not been *granted management flexibility to appoint and fix compensation*, and for UNC-General Administration. (Institutions without *management flexibility* presently include Elizabeth City State University, Fayetteville State University, and North Carolina Central University.)
 - Salary increases of 15% or more and \$10,000¹ or more
 - Salaries above the established ranges
- For those institutions *with management flexibility to appoint and fix compensation*, the Committee must approve salary increases of 15% or more and \$10,000 or more and salaries above the established ranges.
- 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.

¹ Approval of salary increases of 15% or more and \$10,000 or more funded from the Faculty Recruiting and Retention Fund are delegated to the President.

- The Committee advises the President as needed on chancellor salaries, compensation, retreat rights and evaluation, and makes recommendations for chancellors' compensation to the Board. The Committee carefully reviews such recommendations prior to seeking full approval by the Board. Appointments for new chancellors and the salary being recommended are presented to the Committee for review only.
- The Committee oversees the annual faculty teaching awards program, including approval of the nominations from each campus for the Board of Governors' Excellence in Teaching Awards. The Committee receives the *Allocation and Distribution of Funds Report* in September.
- The Committee reviews and recommends policies pertaining to conditions of employment for faculty and non-faculty EPA employees, e.g., campus promotion and tenure policies.
- The Committee reviews and makes recommendations to the Board on Retreat Rights for Chancellors and UNC Vice Presidents.

For each month that the Board of Governors meets, the Committee reviews and makes recommendations on appointments to Distinguished Professorships for those campuses *without management flexibility to appoint and fix compensation*, salary increases of 15% or more and \$10,000 or more, and salaries above the established ranges, as necessary.

2010-2011 Tentative Schedule:

August 2010	Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i> , if any Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any. 2010 BOG Awards for Excellence in Teaching Allocation of Funds Report
September, 2010	Approve Chancellors' Salaries for 2010-11, as necessary Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i> , if any Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any
October, 2010	Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i> , if any Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any Approve annual planning document Annual Report on Committee Activities

November, 2010	<p>Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i>, if any</p> <p>Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any</p> <p>Report on Phased Retirement Program</p> <p>Report on Post-Tenure Review</p> <p>Teaching Awards assignment review</p>
January, 2011	<p>Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i>, if any</p> <p>Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any</p> <p>Annual Report on Distinguished Professors</p>
February, 2011	<p>Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i>, if any</p> <p>Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any</p> <p>Review legislative issues related to personnel policies, benefits, and salaries</p>
April, 2011	<p>Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i>, if any</p> <p>Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any</p> <p>Updates on the Board of Governors Awards for Excellence in Teaching</p>
June, 2011	<p>Appointments to Distinguished Professorships for those campuses <i>without management flexibility to appoint and fix compensation</i>, if any</p> <p>Salary Increases of 15% or more and \$10,000 or more, and salaries above the established ranges, if any</p> <p>Resolution Honoring Retired Faculty</p>

III. Issues to be addressed by the Committee during 2010-2011:

- **Routine Matters**
Consistent with its primary responsibility, the Committee will address policy changes and faculty appeals concerning the awarding of tenure or dismissals.
- **Chancellors' Compensation**
Review updates to Chancellors' and the President's compensation, if any
- **Management Flexibility to Appoint and Fix Compensation**
The Committee has the authority to grant *management flexibility to appoint and fix compensation* to the campuses based on the campus submission of required materials. The Committee will monitor the process and make adjustments as necessary. Currently thirteen campuses and the North Carolina School of Science and Mathematics have management flexibility to appoint and fix compensation.

- **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, in particular, to keep aware of the competitiveness 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 continue to review and recommend University EPA policies and practices comparable with current best practices in the human resource area.
- **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. 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.
- **Post-Tenure Review**
During 1998-99, the Post-Tenure Review process was instituted, mandating systematic, regular evaluation of the performance of tenured faculty. Based on the final recommendations of the Code 603/604 Review Committee, appointed in late 2006, significant changes were made to *The Code* and certain policies concerning the tenure review process. Changes to Code 603/604 were approved by the Board in February 2008. Based on these Code changes, campuses have been required to revise their campus policies and procedures to comply with such changes. As submitted, the revised campus policies will be reviewed by the Committee for approval. The Committee will continue to receive 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. The most recent review of this situation was conducted in 2001, resulting in a report that included recommendations that the Committee continue to monitor the conditions of employment for non-tenure track faculty.

Dr. James Sadler coordinates 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.

- **The Engaged University**

The UNC Tomorrow Report calls for the University to become more directly engaged with and connected to the people of North Carolina, its regions and the state as a whole (Section 4.7 of the UNC Tomorrow Commission Report.)

Responding to those needs requires greater engagement and outreach by UNC, especially among its faculty. Both the internal reward systems and the external status hierarchies work against faculty members spending significant portions of their time in public service; even though it is one prong of UNC's three-pronged mission of teaching, research and scholarship, and public service. The campuses will continue to review promotion and tenure policies to consider increased recognition for faculty participation in outreach and engagement.

The Committee will continue to monitor the progress of these policy changes.

IV. Recent Significant Work

- Reviewed and recommended approval of amendments to Code 604 and 605;
- Reviewed and recommended approval Amendments to the ORP Plan Document;
- Reviewed and recommended approval of Policy 300.1.6.2, "Administrative Separation of the President and Chancellors";
- Reviewed and recommended approval of amendments to Policies 1000.2.1, "Tuition Waiver for Persons at Least 65 Years Old and Certain Family of Deceased or Disabled Emergency Workers"
- Reviewed and recommended approval of amendments 1000.2.2, "Waiver of Tuition and Fees for Faculty and Staff were approved in February 2010; Policy 1000.2.3,
- Reviewed Regulation 300.1.6[R], "Administrative Separation and/or Retreat to a Faculty Position";
- Reviewed and recommended a new policy "Tuition Waiver for UNC General Administration Staff" which was approved in April 2010

V. Questions and Recommendations for Discussion

- What additional recommendations should be made regarding chancellor and senior administrator compensation and retreat rights?
- What role should the Committee play in addressing more competitive benefits to UNC employees?