



July 26, 2018 at 3:00 p.m.
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. [Approval of the Minutes of May 21, 2018, May 23, 2018, May 29, 2018, and July 9, 2018](#) Wendy Murphy
- A-2. Annual Raise Process Matthew Brody
 - a. [Summary of FY17-18 EHRA Annual Raise Process Results](#)
 - b. [Proposed FY18-19 EHRA and SHRA Annual Raise Process Resolution and Guidelines](#)
- A-3. General Updates Matthew Brody/Kimberly van Noort
 - a. HR Update Matthew Brody
 - b. Academic Affairs Update Kimberly van Noort
- A-4. [Chancellor Search Process Review](#) Matthew Brody
- A-5. Informational Reports Matthew Brody/Kimberly van Noort
 - a. [New UNC System Office and SAAO-I Appointments under Delegated Authority to the President](#) Matthew Brody
 - b. [Summary of EHRA Salary Adjustments and New Position Consultations with the Chair of the Board and the Chair of the Committee on Personnel and Tenure](#) Matthew Brody
 - c. [Senior Administrative Officer Retirement Program Report](#) Brian Usischon
 - d. [Faculty Recruitment and Retention Fund Utilization under Delegated Authority to the President](#) Kimberly van Noort
 - e. [Annual Post-Tenure Review Report](#) Kimberly van Noort
 - f. [Award for Excellence in Teaching/Final Use of Funds Report](#) Kimberly van Noort

CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of May 21, 2018, May 23, 2018, May 29, 2018, and July 9, 2018 Wendy Murphy

- A-7. EHRA Salary Pre-Authorizations Requiring Approval by the
Committee on Personnel and Tenure..... Matthew Brody
- A-8. Executive Personnel Matter.....Wendy Murphy
- A-9. Informational Reports..... Matthew Brody
 - a. EHRA Salary Adjustment Pre-Authorizations Delegated to
the President or Her Designee
 - b. EHRA Salary Adjustment and New Position
Consultations with the Chairman of the Board and the Chair of the
Committee on Personnel and Tenure
- A-10. Appointment of Faculty Appeal SubcommitteeWendy Murphy

OPEN SESSION

- A-11. Discussion of 2018 – 2019 Plan of WorkWendy Murphy
- A-12. Adjourn

DRAFT MINUTES

May 21, 2018
University of North Carolina System Office
Spangler Center, Boardroom
Chapel Hill, North Carolina

This meeting of the Committee on Personnel and Tenure was presided over by Chair Doyle Parrish. The following committee members, constituting a quorum, were also present in person or by phone: Pearl Burris-Floyd, Leo Daughtry, Alex Mitchell, Wendy Murphy, and Michael L. Williford.

Chancellors participating by phone were Lindsay Bierman, Thomas Conway, Jr., and Randy Woodson.

Staff members present included Matthew Brody, Joanna Carey Cleveland, Kimberly van Noort, and others from the UNC System Office.

1. Call to Order

The chair called the meeting to order at 3:00 p.m. on Monday, May 21, 2018.

2. Motion to Approve Minutes (Item A-3)

The chair called for a motion to approve the open session minutes of March 22, 2018.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the open session minutes of March 22, 2018, as distributed.

Motion: Leo Daughtry

Motion carried

3. Informational Reports (A-4)

The committee received informational reports on new UNC System Office SAO-I appointments under delegated authority to the president; faculty recruitment and retention fund utilization under delegated authority to the president; and EHRA salary adjustments and new position consultations with the chair of the Board and the chair of the committee. There was no discussion.

4. Summary of FY2017-2018 EHRA Annual Raise Process (A-5)

The committee reviewed an initial report on the prior year EHRA Annual Raise Process. System Office Human Resources will review the data and present a final version at the July meeting.

5. Closed Session

The chair called for a motion to move into closed session.

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; to establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Leo Daughtry

Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

(The complete minutes of the closed session are recorded separately.)

MOTION: Resolved, that the Committee on Personnel and Tenure return to open session.

Motion: Michael Williford

Motion carried

THE MEETING RESUMED IN OPEN SESSION.

There being no further business, the meeting adjourned at 4:38 p.m.

DRAFT MINUTES

May 23, 2018

University of North Carolina System Office
Center for School Leadership and Development, Room 128
Chapel Hill, North Carolina

This meeting of the Committee on Personnel and Tenure was presided over by Chair Doyle Parrish. The following committee members, constituting a quorum, were also present in person or by phone: Pearl Burris-Floyd, Leo Daughtry, Alex Mitchell, Wendy Murphy, and Michael L. Williford.

Chancellor Lindsay Bierman participated by phone.

Staff members present included Matthew Brody, Joanna Carey Cleveland, Kimberly van Noort, and others from the UNC System Office.

1. Call to Order

The chair called the meeting to order at 8:05 a.m. on Wednesday, May 23, 2018, and announced that the committee would first address the closed session agenda items due to some scheduling concerns.

2. Closed Session

The chair called for a motion to move into closed session.

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; to establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Wendy Murphy

Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

(The complete minutes of the closed session are recorded separately.)

MOTION: Resolved, that the Committee on Personnel and Tenure return to open session.

Motion: Michael Williford

Motion carried

THE MEETING RESUMED IN OPEN SESSION.

3. Decision to Defer Certain Agenda Items

The chair departed the meeting at 9:51 a.m. In the interest of time, Vice Chair Murphy deferred several items from the agenda until the July meeting, including recommendations on the chancellor search process, the annual post-tenure review report, and the senior administrative officer retirement program report.

4. Report and Recommendations of the Subcommittee on Equal Opportunity, Diversity, and Inclusion

The vice chair and Mr. Brody presented the final report of the Subcommittee on Equal Opportunity, Diversity, and Inclusion.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the report of the Subcommittee on Equal Opportunity, Diversity, and Inclusion and recommend its approval to the full Board.

Motion: Alex Mitchell

Motion carried

There being no further business, the meeting adjourned at 10:05 a.m.

DRAFT MINUTES

May 29, 2018
University of North Carolina System Office
Spangler Center, Executive Conference Room
Chapel Hill, North Carolina

This meeting of the Committee on Personnel and Tenure was presided over by Chair Doyle Parrish. The following committee members, constituting a quorum, were also present in person or by phone: Leo Daughtry, Alexander Mitchell, Wendy Murphy, and Michael L. Williford.

Staff members present included Matthew Brody, Joanna Carey Cleveland, Kimberly van Noort, and others from the UNC System Office.

1. Call to Order

The chair called the meeting to order at 4:02 p.m. on Tuesday, May 29, 2018.

2. Closed Session

The chair called for a motion to move into closed session.

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; to establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Wendy Murphy

Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

(The complete minutes of the closed session are recorded separately.)

MOTION: Resolved, that the Committee on Personnel and Tenure return to open session.

Motion: Leo Daughtry

Motion carried

THE MEETING RESUMED IN OPEN SESSION.

3. Legislative Updates

President Spellings updated the committee on several legislative issues before the General Assembly during their short session.

There being no further business, the meeting adjourned at 4:32 p.m.

DRAFT MINUTES

July 9, 2018

University of North Carolina System Office
Spangler Center, Executive Conference Room
Chapel Hill, North Carolina

This meeting of the Committee on Personnel and Tenure was presided over by Chair Wendy Murphy. The following committee members, constituting a quorum, were also present in person or by phone: Kellie Hunt Blue, Frank Grainger, Lou Bissette, Leo Daughtry, and Doyle Parrish.

Staff members present included Matthew Brody, Joanna Carey Cleveland, Kimberly van Noort, and others from the UNC System Office.

1. Call to Order

The chair called the meeting to order at 9:00 a.m. on Monday, July 9, 2018.

2. Closed Session

The chair called for a motion to move into closed session.

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; to establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Kellie Hunt Blue

Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

(The complete minutes of the closed session are recorded separately.)

MOTION: Resolved, that the Committee on Personnel and Tenure return to open session.

Motion: Frank Grainger

Motion carried

THE MEETING RESUMED IN OPEN SESSION.

There being no further business, the meeting adjourned at 9:40 a.m.

Frank Grainger, Secretary

AGENDA ITEM

A-2a. Summary of FY 2017-2018 EHRA Annual Raise Process..... Matthew Brody

Situation: This is an informational report provided to the Committee on the 2017-2018 EHRA Annual Raise Process (“ARP”).

Background: Each constituent institution had the option to conduct an annual EHRA ARP at the chancellor’s discretion for faculty and EHRA non-faculty employees utilizing institution-based resources. ARPs were permitted to be retroactive to July 1, 2017 for permanent EHRA employees and could not exceed 5% of the employee’s June 30, 2017 salary without prior authorization of the Board of Governors. The ARP was designed to focus primarily on meritorious performance, documented examples of high contribution, and retention of key personnel. Secondary considerations included equity and labor market adjustments.

Assessment: The attached report contains aggregate data on institution EHRA ARPs broken down by EHRA Faculty and EHRA Non-Faculty, and includes information on:

1. Total institution ARPs.
2. Sum of total institution ARP increases.
3. Average institution ARP increase by dollar.
4. Average institution ARP increase by percentage.

Action: This item is for information only.

**Summary: EHRA Annual Raise Process Increases
FY 2017-2018**

Institution	Number of Increases	Total Population of EHRA Employees	Percentage of EHRA Employees Who Received Increases	Sum of Total Amount Increase from Prior Salary	Average of Total Amount Increase from Prior Salary	Average of Percent Increase from Prior Salary
Appalachian	1,192	1,348	88.43%	\$ 1,883,069	\$ 1,538	2.32%
ECSU	102	165	61.82%	\$ 185,071	\$ 1,814	2.60%
ECU	1,971	2,525	78.06%	\$ 2,753,256	\$ 1,397	1.70%
FSU	333	446	74.66%	\$ 633,509	\$ 1,902	2.06%
N.C. A&T	627	714	87.82%	\$ 1,173,962	\$ 1,872	2.30%
NCCU	571	706	80.88%	\$ 859,217	\$ 1,507	2.22%
NCSSM	127	141	90.07%	\$ 371,124	\$ 2,922	3.30%
NC State	3,126	4,443	70.36%	\$ 5,606,224	\$ 1,793	2.19%
UNCA	358	379	94.46%	\$ 369,254	\$ 1,031	1.57%
UNCC	1,481	1,784	83.02%	\$ 4,204,239	\$ 2,839	3.40%
UNC-CH	3,573	6,234	57.50%	\$ 11,258,066	\$ 3,169	2.87%
UNCG	1,033	1,485	69.56%	\$ 1,748,349	\$ 1,693	2.30%
UNCP	352	472	74.58%	\$ 537,766	\$ 1,528	2.32%
UNCSA	141	216	65.28%	\$ 271,038	\$ 1,922	2.83%
UNCW	791	1,027	77.02%	\$ 1,624,654	\$ 2,054	2.80%
WCU	676	854	79.16%	\$ 719,063	\$ 1,064	1.67%
WSSU	125	445	28.09%	\$ 200,443	\$ 1,604	2.05%
UNC System Office	75	124	60.48%	\$ 253,449	\$ 3,379	2.53%
Grand Total	16,654	23,508	70.84%	\$ 34,651,753	\$ 1,946	2.39%

AGENDA ITEM

A-2b. Implementation of FY2018-2019 Compensation Increases for EHRA and SHRA
Employees and the University’s Annual Raise Process Matthew Brody

Situation: The Appropriations Act of 2018 (“The Act”) provides for compensation increases for employees both subject to the North Carolina Human Resources Act (“SHRA”) and those employees exempt from the North Carolina Human Resources Act (“EHRA”). The Act authorizes the Board to adopt policies for salary increases and provides that funds appropriated for these compensation increases may be used for any one or more of the following reasons: merit pay, across the board increases, recruitment bonuses, retention increases, and any other compensation increase pursuant to Board policy. In addition, after the award of any compensation increase, all permanent full-time employees whose annual salary is below \$31,200 shall be increased to that amount and permanent part-time University employees shall receive appropriate prorated adjustments. The salary increases are generally effective July 1, 2018, unless otherwise provided for by the Act or its associated instructions as issues by the State.

Background: The Board annually determines the parameters for an annual raise process for EHRA employees on the recommendation of the president. The annual raise process is intended to permit the UNC System Office and the constituent institutions to award additional base salary adjustments based on meritorious performance and other relevant compensation factors that are not generally determined or implemented in an across-the-board manner. The current Act appropriates \$20 million dollars to the UNC System for compensation increases for both SHRA and EHRA employees for the 2018-2019 fiscal year.

The president and chancellors then award compensation increases to EHRA and SHRA employees in accordance with the statutory parameters, the policies of the Board of Governors, and any instructions for an annual raise process as may be authorized by the Board.

Assessment: A proposed resolution both granting the president the authority to implement compensation increases as provided for in the Appropriations Act of 2018 and issue instructions for an annual raise process to facilitate any base salary adjustments within defined parameters is included for the committee’s consideration.

Action: This item requires a vote by the committee and a vote by the full Board of Governors.



RESOLUTION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA
Implementation of Fiscal Year 2018-2019 Compensation Adjustments for Employees Pursuant to the
Appropriations Act of 2018 and the University's Annual Raise Process
July 27, 2018

The Current Operations Appropriations Act of 2018 ("Appropriations Act of 2018" or "The Act") provides for compensation increases for faculty and other employees exempt from the North Carolina Human Resources Act ("EHRA non-faculty employees") as well as for employees subject to the North Carolina Human Resources Act ("SHRA employees"). The Budget Act ordinarily instructs the Director of the State Budget to transfer funds for annual legislative compensation increases for University employees to the Board of Governors. In this same general time frame, the University has elected to conduct an annual raise process ("ARP") for employees with guidelines approved by the Board of Governors and issued by the President.

In order to ensure the timely and efficient implementation of annual salary increases for EHRA and SHRA employees consistent with the Appropriations Act of 2018, the Board of Governors hereby delegates to the President the authority to develop and issue to the UNC System Office and the constituent institutions detailed instructions for compensation adjustments for permanent employees (benefits eligible), upon allocation of funds to the Board of Governors pursuant to the Appropriations Act of 2018, and consistent with the parameters set out in Appendix 1. These parameters are intended to support compensation decisions that are equitable and performance-based.

Consistent with the Appropriations Act of 2018, the Board of Governors also hereby delegates to the President the authority to provide instruction and guidance to the UNC System Office and the constituent institutions to ensure that the annual salary for any permanent full-time employee is at least \$31,200 after the Annual Raise Process is completed and that this amount is appropriately pro-rated for any permanent part-time employee.

BE IT SO RESOLVED.

Adopted this 27th day of July, 2018.

Harry L. Smith, Jr., Chairman

Secretary

**APPENDIX 1
PARAMETERS FOR THE UNIVERSITY OF NORTH CAROLINA
2018 ANNUAL RAISE PROCESS**

EFFECTIVE DATE	1) All ARP increases shall be retroactive for all eligible employees with an effective date of July 1, 2018.
ELIGIBILITY	2) Only individuals who have been a permanent (benefits eligible) employee on or before January 5, 2018 and, when required under University policy, have an assigned 2018 annual performance rating at the time of the ARP implementation. Note: The performance rating requirement does not apply to EHRA Faculty.
PARAMETERS RELEVANT TO ALL ELIGIBLE EMPLOYEES	<p>3) Specific ARP salary increase caps shall be implemented as described, and these caps shall be calculated using the employee’s June 30, 2018 base salary. Excluding faculty promotional increases, any salary increases already granted to an eligible employee between July 1, 2018 and the implementation of the ARP shall count toward the indicated caps.</p> <p>4) With the exception of the 2% across-the-board increase for SHRA employees, all other ARP increases:</p> <ul style="list-style-type: none"> a. shall not be considered an employee entitlement; b. shall not be issued automatically or across-the-board; c. shall be based on factors described herein and d. shall be individually determined and awarded, or not awarded, entirely at management’s discretion.
SHRA EMPLOYEES	<p>5) SHRA employees who received an annual performance rating of at least “Meets Expectations” or higher on their 2018 annual performance appraisal and are otherwise in good standing shall receive a mandatory 2% across-the-board base salary increase calculated from the June 30, 2018 base salary in addition to any other increase that may have been granted effective July 1, 2018 or later.</p> <p>6) Those SHRA employees with an overall annual performance rating of “Meets Expectations” may, but are not required, to receive an additional discretionary base salary increase of up to 0.50% in recognition of demonstrated meritorious performance. Those with an overall annual performance rating of “Exceeds Expectations” may receive up to an additional 2.99%. Labor market and/or equity may be used as secondary factors to support an increase.</p>
EHRA NON-FACULTY EMPLOYEES (except as provided below)	<p>7) EHRA non-faculty employees with a 2018 overall annual performance rating equivalent to “Meets Expectations” may receive a discretionary ARP increase of up to 2.50% in recognition of demonstrated meritorious performance.</p> <p>8) Those with an overall annual performance rating equivalent to “Exceeds Expectations” may receive up to 4.99%. Labor market and/or equity may be used as secondary factors to support an increase.</p>
EHRA NON-FACULTY EMPLOYEES EXEMPT UNDER SECTION 300.2.18[R] – most Tier I SAAOs as well as EHRA employees with concurrent tenured faculty appointments, Athletics Directors, coaches, and post-doctoral scholars	<p>9) EHRA Non-Faculty employees subject to alternative annual performance appraisals as provided in Section 300.2.18[R], III.B. of the UNC Policy Manual may receive a discretionary ARP increase of up to 4.99% based on demonstrated meritorious performance. Labor market and/or equity may be used as secondary factors to support an increase.</p> <p>10) With the exception of Academic Deans, any proposed ARP increases at constituent institutions for Tier I Senior Academic and Administrative Officers (e.g., Provost, Vice Chancellors) must be pre-approved by the President in addition to any required Board of Trustees pre-approval prior to implementation.</p>

**APPENDIX 1
PARAMETERS FOR THE UNIVERSITY OF NORTH CAROLINA
2018 ANNUAL RAISE PROCESS**

EHRA FACULTY	11) EHRA Faculty may receive a discretionary ARP base salary increase of up to 4.99% based on demonstrated meritorious performance in teaching, service, publication, and/or research productivity. Labor market and/or equity may be used as secondary factors to support an increase. Subject to any limitations imposed under the State Retirement System, faculty members who entered Phased Retirement on July 1, 2018 are not eligible for a salary increase; however, faculty members who entered Phased Retirement in in 2017 or prior years are eligible for salary increases.
PRESIDENT AND CHANCELLORS	12) This resolution does not apply to salary increases for the President or the Chancellors, which must be approved directly by the Board of Governors in accordance with Board policy.
REPORTING TO THE BOARD OF GOVERNORS	13) The Committee on Personnel and Tenure shall be provided summaries detailing the salary adjustments authorized by this Resolution itemized by each constituent institution and the UNC System Office at its next regularly scheduled meeting after January 31, 2019.

AGENDA ITEM

A-4. Assessment of the Chancellor Search Process and Recommendations..... Matthew Brody

Situation: As competition for outstanding chancellor talent intensifies nationwide and as some of our current chancellors approach the latter part of their careers, it is essential that the University System has effective policies and practices in place to conduct searches to fill chancellor vacancies, with outstanding leaders. The Committee on Personnel and Tenure requested that UNC System Office staff complete a review of the chancellor search process to identify opportunities for improvement and address known gaps and deficiencies.

Background: The chancellor search process is governed by both statute and Board policy, such as:

- North Carolina General Statute § 116-11(4), which defines certain expectations for the chancellor search and selection process,
- Section 500 B. of The Code of the University of North Carolina which sets the role of the Board of Governors and the President in electing and fixing compensation for new Chancellors,
- Appendix 1, Section I.D. of The Code of the University of North Carolina which describes the appointment and role of chancellor search committees, and
- Section 200.8 of the UNC Policy Manual (“Policy on Chancellor Searches; Board of Governors Participation”) which establishes the roles, responsibilities, and certain procedures for chancellor searches.

Assessment: Based on a comprehensive review of the existing chancellor search process by UNC System Human Resources, staff have identified ten possible areas of process improvement for consideration by the Committee on Personnel and Tenure. Some of these process improvements have already been implemented and others require formal consideration and policy change by the Board of Governors. The attached *Assessment of Chancellor Search Process and Recommendations* describes various options, opportunities, and recommendations for process improvement for the committee’s consideration.

Action: This item is for discussion only.

In 2017, the Senior Associate Vice President for Leadership and Talent Development (Lynn Duffy) interviewed 24 participants from prior chancellor "closed" searches to obtain their observations and feedback. These included:

- ◆ 13 current and former BOG members (two of whom served as search committee chairs),
- ◆ 5 Boards of Trustees (BOT) members (3 of whom served as search committee chairs),
- ◆ 5 chancellors, and
- ◆ 3 members of UNC System Office senior leadership, including the President.

Note: Two of the interviewees had served on both a Board of Trustees and the Board of Governors.

BOG INVOLVEMENT

- ◆ Clearer delineation of roles between search committee, BOT, president, and BOG.

SEARCH COMMITTEES

- ◆ Search committee composition is critical to success of the search.
- ◆ Continue to have broad stakeholder representation.
- ◆ When recruiting search committee members, ensure they understand the role, time commitment and confidentiality.

ROLE OF THE BOG LIAISON

- ◆ There are differing views of the role of the BOG Liaison.
- ◆ Role of the BOG Liaison needs be clarified.

PRESIDENT'S CHARGE

- ◆ The President's charge mobilizes the committee and aligns the System's and institution's goals for the search.
- ◆ Continue current practice of issuing the President's charge.

SEARCH FIRMS

- ◆ There is opportunity to better measure and evaluate search firm performance and base future assignments on results delivered.
- ◆ Continue to carefully monitor and manage active search firm engagements.
- ◆ Evaluate feasibility of an in-house executive search function in certain instances.

CONFIDENTIALITY

- ◆ General agreement that confidentiality is key to a successful search.
- ◆ Confidential searches should continue as standard practice.
- ◆ Continue to educate committees on the rationale and basis for this practice so that they can address any resistance.

INSTITUTION-LED PORTION OF THE SEARCH

- ◆ Continue to streamline process and maintain somewhat aggressive timelines to efficiently use committee members' time and yield best results.
- ◆ Explore creation of a search committee handbook to help orient members.
- ◆ Holding campus forums is a valuable component of the search process.

INTERIM/INTERNAL CANDIDATE CONSIDERATIONS

- ◆ More attention needs to be given to the potential of using internal talent to fill chancellor positions.
- ◆ Depending on who is named as interim chancellor, other candidates may make assumptions about whether this individual is pre-selected.

PRESIDENT'S SELECTION AND NOMINATION

- ◆ Opportunity to better orchestrate System-level interview logistics.
- ◆ Plan for finalist interviews in smaller groups; i.e., pairs or trios.
- ◆ Select appropriate, more private venues for finalist interviews.

BOG APPOINTMENT

- ◆ BOG needs more detailed information on finalists to better support the president's recommended candidate.
- ◆ Consider separating finalist vote and introduction and celebration of the chancellor-elect.

CHANCELLOR ONBOARDING

- ◆ Opportunity to help onboard new chancellors and accelerate assimilation into role.
- ◆ Consider more structured chancellor onboarding.

BACKGROUND CHECKS AND VERIFICATIONS

- ◆ Be more rigorous about confirming quality of search firm and due diligence on proposed finalists.
- ◆ Implement comprehensive background checks for finalists separate from search firm's due diligence.

SEARCH INITIATION

The President, with the support of UNC System Office Human Resources (System HR), meets with constituent institution’s Board of Trustee (BOT) Chair to discuss search process and formation of a Search Committee, including the designation of a Committee Chair. System HR provides orientation to the Search Committee Chair, which includes:

- Board of Governors (BOG) Code and relevant Policy requirements
- Open meeting requirements and confidentiality pledge
- Information on past search committee composition
- Information on past search committee budgets; the cost generally runs between \$100,000 to \$200,000 and is borne by the institution
- List of potential search firms based on prior searches and market experience

SELECTION OF SEARCH FIRM

- System HR issues an RFP to selected search firms to solicit proposals.
- Proposals are reviewed based on the search firm’s responses to questions, qualifications, successful completion of other national searches, costs, etc.
- The Search Committee Chair recommends an executive search firm to the President for final approval.
- System HR completes the vendor contract with the selected search firm.

SEARCH COMMITTEE KICK-OFF

The Search Committee Chair recommends Search Committee membership for approval of the President. The selection takes into consideration membership diversity, institutional affiliation, and representation of key constituencies.

The President then consults with various BOG members and also consults with the BOG Chair to appoint a BOG liaison to the Search Committee. The BOG liaison participates at this initial meeting and is introduced to Search Committee members.

The Search Committee Chair kicks off the Search Committee with a meeting that usually consists of:

- An overview of search process
- The charge from President, who attends the first meeting in-person
- A review of open meetings requirements and confidentiality discussion
- A discussion of search schedule and planning
- The establishment of subcommittees

SEARCH COMMITTEE SUBCOMMITTEES

Campus Forum Subcommittee: This group may coordinate forums with campus constituencies (e.g. one for students, one for faculty, one for staff, one for alumni and/or the community, etc.) for input on preferred candidate characteristics. These are often in person, though feedback may be collected via electronic forums, surveys, etc.

Leadership Statement Subcommittee: This group may draft a leadership statement, which is a combination of university information (history, mission, current stats, etc.) and the characteristics desired by the search committee for position candidates based on the charge from the President, feedback from the forums, and other sources.

Website Subcommittee: This group drafts content for a Chancellor Search website, which generally links directly from the campus website home page. This site includes a statement from the BOT Chair, information on search committee meetings, information on campus forums, and general search updates.

PRIMARY SCREENING PROCESS

The search firm takes information provided by the Search Committee, begins inviting applicants and accepting nominations for the chancellor position, and then screens applicants and nominees.

The search firm provides to the Search Committee the top 15-20 candidates to review, and the Search Committee then narrows the list to 8-10 candidates. The Search Committee conducts interviews at an off-site location (e.g., hotel or airport interviews) and votes for three unranked candidates to recommend to the BOT.

The BOT may accept this slate of candidates for nomination to the President or return the slate to the Search Committee for further action. Once the BOT is satisfied with the slate of recommended candidates, the unranked list is forwarded to the President for finalist interviews.

FINAL CANDIDATE SELECTION

The search firm completes reference and background checks on each finalist. System HR also completes additional background checks and a social media review (e.g. Facebook, Twitter, Linked-In, Google search).

The three finalists attend interviews at UNC System Office with a selection of BOG members, the President, and UNC System Senior Leadership.

After consultation with selected BOG members, the BOT Chair, and UNC System Senior Leadership, the President proposes a candidate to the BOG Committee on Personnel and Tenure, including the terms and conditions for the appointment.

If approved by the Committee on Personnel and Tenure, the candidate's nomination is forwarded to the full Board of Governors for final review and approval.

Policy on Chancellor Searches; Board of Governors Participation

The Board of Governors adopts the following policy regarding the chancellor search and election process.

I. Purpose. The search for and election of a new chancellor of a constituent institution of the University of North Carolina requires the participation, involvement, and collaboration of the board of trustees of the constituent institution, the chancellor search committee, the president, and the Board of Governors, each of which performs distinct roles and functions. This policy establishes requirements for the chancellor search and election process, and describes the resources and expertise that shall be maintained and provided through UNC General Administration during each search.

II. Search Process. In the event of a vacancy in the chancellorship, the chair of the Board of Governors shall, in consultation with the president and the chair of the board of trustees, designate a member of the Board of Governors to serve on the search committee in a nonvoting, advisory capacity as the Board of Governors' representative. The Board of Governors' representative shall, in collaboration with the president, encourage members of the Board of Governors to recommend individuals who are not members of the Board of Governors for possible service on the search committee.

A. Composition of the Search Committee. The chair of the board of trustees shall establish the search committee in consultation with the president. The committee shall be composed of:

1. Representatives of the board of trustees, the faculty, the student body, staff, the alumni, and such other representatives of campus constituencies as may be appropriate;
2. The Board of Governors' representative, who shall serve in a nonvoting, advisory capacity; and
3. In consultation with the Board of Governors' representative, one to two individuals recommended by Board of Governors members for possible service on the search committee.

No member of the Board of the Governors may serve as a voting member of the search committee.

B. Board of Governors' Representative. The Board of Governors' representative shall have the following duties and responsibilities:

1. Collaborate with the president and the chair of the board of trustees in developing a matrix of skills and backgrounds to be represented among members of the search committee;
2. Encourage members of the Board of Governors to recommend individuals, who are not themselves members of the Board of Governors, for consideration for possible service on the search committee;
3. Assist the president, the chair of the board of trustees, and UNC General Administration professional staff in narrowing the recommendations for search committee membership received from Board of Governors members;
4. Attend search committee meetings as an additional resource to the search committee;
5. Refrain from actively participating in interviews of candidates and in search committee deliberations regarding candidates;

6. Observe all confidentiality requirements applicable to search committee members and board members, and sign such confidentiality agreements as may be appropriate to reflect such commitments; and

7. Assist the president, when requested, in providing general updates to the Board of Governors concerning the status of the search, but avoid providing information concerning individual candidates.

C. Budget and Staff. Upon the establishment of the search committee, the chair of the board of trustees, in consultation with the president, shall establish a budget and identify staff for the committee.

D. UNC General Administration. UNC General Administration shall maintain expertise and resources necessary to support chancellor and other executive searches, including but not limited to:

1. Qualified professional and administrative staff with expertise in supporting and managing searches for chancellors and other senior academic and administrative officers;

2. Regularly updated knowledge and understanding of the educational and operational landscape of public higher education;

3. Knowledge of the unique skills sets that chancellor candidates must possess to be successful leaders in higher education;

4. Knowledge of industry standards associated with the recruitment, selection, and hiring of institutional leaders; and

5. Regularly updated materials for an instructional seminar to be presented to trustees and search committee members at the commencement of the search process. The seminar shall address topics relevant to the educational and operational landscape of public higher education and the skills that chancellor candidates must possess in order to be effective leaders.

E. Search Status. Members of the Board of Governors may elect to receive public notices of search committee meetings and chancellor search open forums. The chair of the board of trustees shall ensure that the president receives periodic updates concerning the status of the search and the projected schedule for concluding interviews and delivering recommendations of three (3) candidates to the president.

III. Board of Trustees' Recommendations to the President. The institutional search committee shall recommend an unranked slate of three (3) candidates to the board of trustees for consideration. The board of trustees, following receipt of the report of the search committee, shall recommend the unranked slate of three (3) candidates for consideration by the president in designating a nominee for the chancellorship, or return the slate to the search committee for further action.

IV. Consideration by the President. Once the slate of candidates is received from the board of trustees, the president may choose to interview one (1) or more of the candidates. The president shall consult with the chair of the Board of Governors and the chair of the Committee on Personnel and Tenure. The president may consult with UNC General Administration professional staff and involve one (1) or more UNC General Administration staff members in candidate interviews as necessary or appropriate, and may engage in additional investigation and review of candidates as the president deems appropriate under the circumstances. The president may either identify one (1) of the three (3) candidates for nomination to the Board of Governors, or return the slate to the board of trustees with instructions for further action.

V. Negotiation of Terms and Conditions of Appointment. The president shall consult with the Board of Governors' Committee on Personnel and Tenure about the president's nomination. The Committee on Personnel and Tenure may authorize the president to negotiate all terms and conditions of appointment to the position of chancellor. The negotiated terms and conditions may include:

- A. Compensation, including base salary;
- B. Retirement plan participation;
- C. Deferred compensation incentive and retention plans;
- D. Stipends, and allowances; and
- E. Written contract provisions, including length of appointment and retreat rights.

VI. Election of the Chancellor. The Board of Governors shall vote on the president's nominee and the proposed terms of appointment. At least forty-eight (48) hours prior to the Board of Governors meeting in which the president's nomination will be presented, the Committee on Personnel and Tenure shall convene to consider and make a recommendation concerning the president's nomination and the proposed terms and conditions of appointment, including the elements of any employment contract. The Committee on Personnel and Tenure meeting shall be scheduled so as to reasonably accommodate participation by Board of Governors members in person or by telephone.

VII. Other Matters

- A. Effective Date. The requirements of this policy shall be effective for chancellor searches that are initiated on or after the date of adoption of this policy by the Board of Governors.
- B. Confidentiality. Members of the Board of Governors, the search committee, the board of trustees, and staff shall keep confidential all search-related records and information that are required by law to be kept confidential, including, but not limited to, personnel records and information of candidates, attorney-client communications, and closed session deliberations and information.
- C. Relation to State Laws. The foregoing policies as adopted by the Board of Governors are meant to supplement, and do not purport to supplant or modify, those statutory enactments which may govern or relate to chancellor searches.
- D. Regulations and Guidelines. These policies shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.



AGENDA ITEM

A-5a. Informational Report: New UNC System Office Appointments Under Delegated Authority to the President Matthew Brody

Situation: This is an informational report provided to the committee at each meeting pursuant to Section 200.6 of the UNC Policy Manual.

Background: Section 200.6 of the UNC Policy Manual delegates authority to the president to appoint and fix compensation of senior academic and administrative officers and other employees exempt from the State Human Resources Act serving within the UNC System Office.

Section 600.3.4 of the UNC Policy Manual delegates authority to the president to create senior academic and administrative officer positions (Tier I) within the System.

Assessment: This meeting's report includes the following:

UNC System Office Appointments:

- Two personnel appointments, which are non-state funded
- One personnel appointment, which is state-funded

System SAAO-I Appointments

- Two SAAO-I Position Reclassifications

Action: This item is for information only.



**THE UNIVERSITY OF NORTH CAROLINA
PRESIDENT'S DELEGATED PERSONNEL ACTIONS REPORT**

The following actions have been approved by the president pursuant to Section 200.6 of the UNC Policy Manual during the period of May 7, 2018 – June 25, 2018:

UNC System Office

Appointments

State Funded Positions:

Julia Kowal, associate vice president P-12 Strategy & Policy, \$132,000, June 18, 2018 (vacant position)

Non-State Funded Positions:

Edward Pickett, Linux/Windows system administrator, \$80,000, May 23, 2018 (vacant position)

Scot Catlin, assistant director of data & digital development UNCTV, \$80,000, June 25, 2018 (vacant position)

UNC System

New or Modified UNC System SAAO-I Positions or Appointments

ECSU:

Reclassified Position – Reclassified General Counsel to General Counsel/Chief Operating Officer. The position will now have the dual responsibility of serving as chief advisor on all university legal matters and providing leadership over the strategic planning process, campus master planning, space management, emergency management planning, enterprise risk management and management productivity initiatives.

WSSU:

Reclassified Position – Reclassified Director of Public Affairs Information to Vice Chancellor for Strategic Communications/Chief Marketing Officer. The position will serve as WSSU's principal spokesperson on major university-wide issues and will have oversight of all communications relating to the university's reputation and public image. This includes all marketing and communications relating to athletics and enrollment.

AGENDA ITEM

A-5b. Summary of EHRA Salary Adjustments and New Position Consultations
with the Chair of the Board and the Chair of the Committee
on Personnel and Tenure Matthew Brody

Situation: As of July 1, 2017, section 35.24 of the Current Operations Appropriations Act of 2017 requires the Board of Governors to monitor certain human resource transactions and for human resources offices to consult the Board prior to taking action.

Background: Consistent with the authority delegated to the president, and as required by G.S. 116-17.3, the UNC System Office of Human Resources shall pre-review and submit for Board of Governors’ reporting and consultation any proposed salary actions as follows:

- Where either the June 30 or newly proposed total annual compensation for the employee is \$100,000 or greater, and where the newly proposed total annual compensation for the employee is 5% or greater of the June 30 total annual compensation.
- Any new position when the position budget is \$70,000 or greater.

Assessment: The monitoring and consultation with the Board of Governors shall consist of a regular report shared electronically with the chair of the Board of Governors and the chair of the Committee on Personnel and Tenure, and which is copied to the president. The chair of the Board of Governors and the chair of the Committee on Personnel and Tenure shall flag any proposed actions for more detailed review and consultation with the vice president for human resources. The results of their review and consultation will be reported in detail to the committee at the following meeting and then summarized in a report for the larger Board.

The attached summary report covers items reviewed under this process since the last committee meeting. The summary report is broken into two sections, with one representing statistics on salary increase and the other representing new position requests. Metrics include total counts, average percentages, a breakdown by institution, and a comparison to the overall group populations.

Action: This item is for information only.

Board Salary and Position Consultation: EHRA Summary Sheet

May 8, 2018 to June 15, 2018

Salary Consultation

Required on any salary increase that is 5% or greater on a proposed salary of \$100,000 or greater.

Total Salary Increases by Employee Type	Increases This Period	Total Employees	Percent of Total
EHRA Non-Faculty	36	9,335	0.39%
EHRA Faculty	90	22,851	0.39%
TOTAL	126	32,186	0.39%

Category of Salary Approval	Increases This Period	Average % Increase from Current Salary
Promotion from National Recruitment: <i>Selected for externally recruited job vacancy</i>	23	26.44%
Promotion from Campus-Only Posting or EHRA Waiver: <i>Selected for internally recruited job vacancy, faculty rank</i>	6	35.02%
Faculty Rank Promotion <i>Successfully reviewed for faculty rank promotion</i>	17	5.25%
Retention: <i>Proven recruitment activity from another employer</i>	3	8.45%
Additional Duties: <i>Reclassification of job or permanent additional duties</i>	33	10.52%
Temporary Additional Duties: <i>Temporary increase in job duties or responsibilities</i>	24	13.87%
Market or Equity Increase: <i>Bringing salary in line with existing range or peer employees.</i>	17	12.35%
Other: <i>Distinguished chair award</i>	1	16.32%
Other: <i>Federal prevailing wage</i>	1	9.37%
Other: <i>University faculty scholar</i>	3	4.51%
Other: <i>Non-State funds</i>	4	16.35%
Other: <i>Unique circumstances</i>	2	10.24%
Total	134	14.06%

Total Salary Increases By Institution	Increases This Period
UNC-Chapel Hill	55
UNC Charlotte	23
NC State	20
ECU	13
Appalachian	6
UNC Wilmington	6
ECSU	3
UNC System Office	3
UNC Greensboro	2
N.C. A&T	1
UNC Pembroke	1
WSSU	1
TOTAL	134

Position Consultation

Required on any new position with a budgeted salary of \$70,000 or greater.

Total New Positions Created	Column1
New CSS Positions	1
New EHRA Non-Faculty Positions	38
New EHRA Faculty Positions	23
New SHRA Positions	3
New Non-Permanent Positions	0
TOTAL	65

AGENDA ITEM

A-5c. Senior Administrative Officer Retirement Program Matthew Brody

Situation: The Board of Governors has established the Senior Administrative Officer Retirement Program (SAORP) for the benefit of the president and chancellors. The plan became effective on January 1, 2013. The SAORP is a qualified executive retirement plan designed to receive regular and special contributions. The SAORP is administered by the UNC System Office under the president’s direction.

Background: Discretionary contributions to the SAORP for the president and chancellors are made in accordance with Board Policy 300.2.14[R]. The funds for these contributions shall not, under any circumstance, originate from state funds or tuition sources. Contributions are voluntary and may cease at the discretion of the Board of Governors or the Board of Trustees of a constituent institution. In addition, contributions shall not be made in any year in which the funds identified and described are insufficient to support the annual contribution.

Assessment: The attached report provides the amounts contributed for the president and each chancellor currently participating in the plan during the calendar year 2017.

Action: This item is for information only.

Senior Administrative Officer Retirement Program

Inst	Chancellor	Executive Retirement (SAORP Contribution for 2017)
Sys Ofc	Spellings, Margaret*	\$ 122,500
UNC-CH	Folt, Carol	\$ 61,463
NC State	Woodson, Randy	\$ 62,509
UNCC	Dubois, Philip	\$ 45,563
ECU	Staton, Cecil	Not Participating
UNCG	Gilliam, Franklin	\$ 38,538
N.C. A&T	Martin, Harold	\$ 36,997
App State	Everts, Sheri	\$ 35,129
NCCU	Akinleye, Johnson	\$ 16,250
WCU	Belcher, David	\$ 35,129
UNCW	Sartarelli, Jose	\$ 36,411
UNCA	Grant, Mary	Employment Ended
ECSU	Conway, Thomas	Not Participating
FSU	Anderson, James	\$ 33,400
UNCP	Cummings, Robin	Not Participating
UNCSA	Bierman, Lindsay	\$ 29,803
WSSU	Robinson, Elwood	Not Participating
NCSSM	Roberts, J. Todd	Not Participating

*The president's regular contribution to the SAORP for 2017 was \$77,500. She received an additional \$45,000 contribution under the terms of the Executive Performance Incentive Program for the President.

AGENDA ITEM

A-5d. Informational Report: Faculty Recruitment and Retention Fund
Utilization Under Delegated Authority to the President.....Kimberly van Noort

Situation: This is an informational report provided to the committee at each meeting pursuant to Section 200.6 of the UNC Policy Manual.

Background: Authority has been delegated to the president for approval of salary increases supported by the University of North Carolina System Faculty Recruitment and Retention Fund.

Assessment: This month’s report includes the following:

Faculty Retention and Recruitment Fund Expenditure:

- University of North Carolina at Charlotte, three approved requests.

Remaining Balance of Funds

Note: Permanent adjustments to salary may be accomplished only with recurring funds. However, consistent with Board and institutional policies, nonrecurring funds may be used for retention bonuses, research equipment and facilities, and other one-time inducements to counter outside offers. The remaining balances are:

\$0.00 in nonrecurring funds

\$213,232 for recurring funds

Action: This item is for discussion only.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM
PRESIDENT'S DELEGATED FACULTY RECRUITMENT AND RETENTION FUND REPORT

University of North Carolina at Charlotte

Florence Martin, associate professor in the Department of Educational Leadership, \$9,975 from the Faculty Recruitment and Retention Fund and UNCC funding the cost of benefits
(\$94,129 **from** \$84,154 effective May 3, 2018)

Jefferson Ellinger, associate professor in the School of Architecture, \$11,253 from the Faculty Recruitment and Retention Fund and UNCC funding the cost of benefits
(\$105,028 **from** \$93,775 effective June 1, 2018)

Shan Yan, associate professor in the Department of Biological Sciences, \$14,703 from the Faculty Recruitment and Retention Fund and UNCC funding the cost of benefits
(\$97,500 **from** \$82,797 effective June 20, 2018)



AGENDA ITEM

A-5e. Performance Review of Tenured Faculty Kimberly van Noort

Situation: The attached documents reflect the annual Performance Review of Tenured Faculty, or “post-tenure review.”

Background: These processes at tenure-granting UNC System institutions are intended to support and encourage excellence among tenured faculty by recognizing and rewarding exemplary faculty performance, providing faculty found deficient with a clear plan and timetable for improvement of performance, and providing for the imposition of appropriate sanctions for those whose performance continues to not meet expectations. Revisions to policy (400.3.3) and guidelines (400.3.3.1[G]) were approved in 2014.

Assessment: A total of 801 faculty were reviewed over the past year, of whom 17 were deemed to not meet expectations based on Board and institutional criteria.

Action: This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

REPORT: PERFORMANCE REVIEW OF TENURED FACULTY REPORT

July 26, 2018

University of North Carolina System
Chapel Hill, North Carolina

Introduction

Since 1998, the Division of Academic Affairs has collected campus data on the outcomes of post-tenure review of faculty.¹ The policy and guidelines for Performance Review of Tenured Faculty, or post-tenure review, were adopted by the Board of Governors of the University of North Carolina in 1997 and strengthened in 2014.² The 2014 update included guidelines that “assure the continuing rigorous application of post-tenure review as intended by the Board of Governors.” The policy states that it is intended “to support and encourage excellence among tenured faculty” by:

- Recognizing and rewarding exemplary faculty performance;
- Providing for a clear plan and timetable for improvement of unsatisfactory faculty performance; and
- Providing for the imposition of appropriate sanctions, which may include a recommendation for discharge in the most serious cases, of those whose performance remains unsatisfactory.

The University of North Carolina System institutions developed their own policies and procedures within the Board of Governors’ requirements, which included the following:

- Ensuring a cumulative review no less frequently than every five years for each tenured faculty member;
- Involving peers as reviewers;
- Including written feedback to faculty members as well as a mechanism for faculty response to the evaluation; and
- Requiring individual development or career plans for each faculty member receiving less than satisfactory ratings in the cumulative review, including specific steps designed for improvement, a specified timeline for development, and a clear statement of consequences should improvement not occur within the designated timeline.

This report summarizes the outcomes of post-tenure reviews conducted during the 2016-17 fiscal year at the fifteen UNC System institutions that grant tenure. The highlights from this report include:

- 801 tenured faculty underwent performance reviews conducted by their peers in 2016-17
 - 345 faculty were found to exceed expectations (43.1%)
 - 439 faculty were found to meet expectations (54.8%)
 - 17 faculty were found to not meet expectations (2.1%)

¹The University of North Carolina School of the Arts and the North Carolina School of Science and Mathematics do not award tenure.

²Sections 400.3.3 and 400.3.3.1[G] of the UNC Policy Manual.

Outcomes of Performance Reviews

As part of the 19th year in which reviews have been conducted, information for 2016-17 post-tenure review activities was collected from UNC System institutions. Across institutions, tenured faculty accounted for approximately 35% of all faculty and those eligible for post-tenure reviews (tenured faculty with more than five years of tenure) accounted for approximately 20% of all faculty.

As summarized in Table 1, 801 tenured faculty members across the System were reviewed in 2016-17, 17 (2.1%) of whom were found to “not meet expectations” based on criteria established by the Board of Governors and individual institutions. Table 1 includes information on the outcomes of post-tenure performance review reported by UNC System institutions for the last 10 years.

Table 1. Ten-Year Post-Tenure Review Trends, 2007-08 to 2016-17

Year	# Faculty Reviewed	# of Faculty Not Meeting Expectations	% Not Meeting Expectations
2007-08	648	21	3.2%
2008-09	1,178	22	1.9%
2009-10	666	22	3.3%
2010-11	690	18	2.6%
2011-12	779	30	3.9%
2012-13	698	24	3.4%
2013-14	1,434	38	2.6%
2014-15	715	16	2.2%
2015-16	772	21	2.7%
2016-17	801	17	2.1%
10-Year Total	8,381	229	2.7%

Source: Survey of tenure-granting UNC institutions, April 2018

The increases in total faculty reviewed in 2008-09 and 2013-14 deserve a note of explanation. From the beginning of the post-tenure review process, the majority of East Carolina University’s (ECU) academic units chose to review tenured faculty in the same year. Thus, they have reviewed most faculty across the institution every fifth year. This is in contrast to other institutions, which choose to review a subset of tenured faculty every year. Going forward, some units within ECU are adjusting their policy to conduct performance reviews for groups of tenured faculty each year, with the next block review process in place for the majority of academic departments scheduled for 2018-19.

Table 2 shows the number of faculty found unsatisfactory in post-tenure performance reviews at each campus over the past ten years.

Table 2: Number of Faculty Not Meeting Expectations in Post-Tenure Reviews: 2007-08 to 2016-17

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total Faculty Not Meeting Expectations
ASU	1	2	2	3	2	2	2	1	-	1	16
ECU	-	4	-	-	-	-	16	-	-	-	20
ECSU	2	-	1	1	-	-	1	-	-	-	5
FSU	-	-	-	-	1	2	1	-	-	-	4
N.C. A&T	2	3	-	2	2	-	3	3	-	-	15
NCCU	2	3	6	1	1	1	2	-	2	3	21
NCSU	6	6	2	5	7	7	4	2	5	3	47
UNCA	1	-	3	1	-	2	1	2	2	2	14
UNC-CH	3	3	5	4	13	7	5	4	8	4	56
UNCC	1	-	1	-	-	3	1	2	-	3	11
UNCG	2	-	-	-	1	-	-	-	-	-	3
UNCP	-	-	2	-	-	-	1	-	1	1	5
UNCW	-	-	-	-	1	-	1	1	-	-	3
WCU	1	1	-	1	2	-	-	1	2	-	8
WSSU	-	-	-	-	-	-	-	-	1	-	1
TOTAL	21	22	22	18	30	24	38	16	21	17	229

Source: Survey of tenure-granting UNC institutions, April 2018

For the 2016-17 post-tenure review cycle, the majority of faculty reviewed were tenured professors (56.1%), with tenured associate professors (42.8%), tenured assistant professors (0.6%), and tenured librarians (0.5%) also being reviewed. Seventeen faculty (2.1%) were found to “not meet expectations” by teams of peer reviewers, which is a slightly lower percentage than the previous year (2.7%). Post-tenure reviews were overwhelmingly positive with 54.8% of faculty “meeting expectations” and 43.1% “exceeding expectations.” See Appendix A for more details.

Faculty members who receive “does not meet expectations” reviews work closely with their departments to make improvements and are reviewed annually until their performance is deemed to “meet expectations.” Progress of these faculty is monitored closely by departments, deans, and colleges to improve performance. The length of time in the plan differs by institution, typically ranging between one to three years. Nearly all of the faculty deemed as “not meeting expectations” in 2016-17 received this designation for the first time, and they have begun working with their departments on mandatory

development plans as detailed in each institutions' policies and procedures related to Section 400.3.3 of the UNC Policy Manual.³

All faculty who failed to meet expectations over the last three post-tenure review cycles participated in and completed (or continue to participate in) mandatory development plans. Some faculty have retired in conjunction with the post-tenure review findings, and others have begun phased retirements or other types of approved leave. For commentary from the institutions regarding post-tenure review results and the current status of faculty who did not meet expectations, see Appendix B.

³ Only 2 of the 17 faculty found to "not meet expectations" during the 2016-17 cycle had received this designation previously.

Appendix A

2016-17 Post-Tenure Review Information by Institution

	ASU	ECSU	ECU	FSU	N.C. A&T	NCCU	NCSU	UNCA	UNC- CH	UNCC	UNCG	UNCP	UNCW	WCU	WSSU	TOTAL
1. # of PTR conducted																
Tenured Professor	49	3	16	-	14	12	106	11	142	35	24	6	19	9	3	449
Tenured Associate Professor	11	2	33	9	16	27	47	7	56	41	34	13	21	19	6	342
Tenured Assistant Professor	-	-	-	2	-	-	-	1	-	-	-	2	-	-	-	5
Tenured Professional Librarians	-	-	-	-	-	-	-	-	-	1	2	2	-	-	-	5
Total reviewed	60	5	49	11	30	39	153	19	198	77	60	23	40	28	9	801
2. Outcome																
Exceeded expectations	23	1	9	2	19	19	15	11	141	25	29	13	14	22	2	345
Met expectations	36	4	40	9	11	17	135	6	53	49	31	9	26	6	7	439
Did not meet expectations	1	0	0	0	0	3	3	2	4	3	0	1	0	0	0	17
Total	60	5	49	11	30	39	153	19	198	77	60	23	40	28	9	801
3. Faculty who did not meet expectations																
Did not meet expectations for the first time	1	-	-	-	-	3	2	2	3	3	-	1	-	-	-	15
Did not meet expectations for the second time or more	-	-	-	-	-	-	1	-	1	-	-	-	-	-	-	2
Total	1	0	0	0	0	3	3	2	4	3	0	1	0	0	0	17

Source: Survey of tenure-granting UNC institutions, April 2018

Appendix B
Institutional Narratives Around Recent Post-Review, Faculty Improvement Efforts

Institution	Narrative from institution for faculty found to "not meet expectations" in the last three academic years
ASU	<p>As per Appalachian State University Faculty Handbook 4.7.13 Any faculty member who receives a "does not meet expectation" rating in the post-tenure review will be given the opportunity to improve performance. In consultation with the dean, the faculty member's chair will: (a) consider the evaluation from the post-tenure review committee and the faculty member's response; and (b) prepare a written individual professional development plan for the faculty member.</p> <p>A specific timeline including steps for improvement must be included in the development plan, with a clear statement of consequences should improvement not occur within the designated timeline.</p> <p>Consequences may include discharge or demotion for sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time, pursuant to section 4.10.1.1 of the Faculty Handbook. The chair is encouraged to assign one or more mentoring peers to the faculty member, and the chair must hold a progress meeting with the faculty member on at least a semi-annual basis during the specified timeline. If the faculty member's duties are modified as a result of a less than satisfactory rating, the development plan should indicate and take into account the new allocation of responsibilities.</p>
ECSU	In the last three years, only one faculty failed to meet expectations. The faculty chose to retire.
ECU	As a result of our block review schedule, the most recent year in which tenured faculty were reviewed and found to not meet expectations was 2013-14. Since that time, all of these faculty members either chose to retire (with several entering the Phased Retirement Program for three years) or were found to meet expectations as defined in their respective Development Plan.
FSU	N/A - no faculty with this designation in the last three academic years.

N.C. A&T	From academic years 2014-2016: Two faculty retired; one faculty has Professional Development Plan. The reported progress for the remaining faculty member from the dean indicates satisfactory.
NCCU	In the 2015-2016 review, two faculty were found to "not meet expectations"; one retired and the other will be reviewed again in 2018-2019. No faculty were found to "not meet expectations" in the 2014-2015 review cycle. In the 2013-2014 review, two faculty were found to "not meet expectations". One retired and the second was found to be satisfactory ("meet expectations") in the second review.
NCSU	Within the three academic years preceding AY16-17, a total of 9 individual faculty were found to not meet expectations in post tenure review. Seven (7) met expectations in a subsequent year. One (1) continues on a development plan. One (1) received an extension due to scholarly reassignment and will be reviewed again the following year.
UNCA	2016-17 - one individual has submitted a 3-yr work plan with follow-up review in Fall 2020; the second individual submitted a work plan but has indicated she intends to resign June 30, 2018. 2015-16 - two individuals were found to not meet expectations. One developed a work plan and will be reviewed in Fall 2018. The second individual entered Phased Retirement. 2014-15 - two individuals were found to not meet expectations. One submitted a detailed work plan and is under review in this academic year. He was, however, successfully promoted to full professor last year. The second individual did not submit a work plan and will retire June 30, 2018.
UNC-CH	Some faculty decide to leave UNC or retire. Those who remain are kept on mandatory development plans (duration varies) with regular reviews to check on progress until performance is back on track.
UNCC	2015-2016 - No previously deficient 2014-2015 - Two previously deficient faculty have since completed development plans and have been found to meet satisfaction 2013-2014 - One previously deficient faculty has since completed development plans and have been found to meet satisfaction

UNCG	No faculty with this designation in the last three academic years.
UNCP	Two faculty found to not meet expectations in 2013-14 and 2014-15 have completed their development plans and are now found to be meeting expectations. One faculty member found not to meet expectations in 2014-15 has left the university. One faculty member found not to meet expectations in 2015-16 is still working under a development plan.
UNCW	No faculty with this designation in the last three academic years.
WCU	Two tenured faculty were found to not meet expectations in 2015-2016. One has since retired. The second faculty member was directed to make improvements in one area, did so, and is now in good standing.
WSSU	The two faculty who have received this designation in the last three years are no longer with the institution.



AGENDA ITEM

A-5f. Award for Excellence in Teaching/Final Use of Funds Report..... Kimberly van Noort

- Situation:** The Board of Governors Committee on Personnel and Tenure receives an annual use of funds report for the Board of Governors Award for Excellence in Teaching.
- Background:** The Board of Governors Award for Excellence in Teaching was established in 1993. All 17 constituent institutions participate.
- Assessment:** The attached documentation provides additional information related to the use of funds report provided to campuses for the Award for Excellence in Teaching program.
- Action:** This item is for information only.

**BOARD OF GOVERNORS AWARDS FOR EXCELLENCE IN TEACHING
2018 USE OF FUNDS SUMMARY REPORT**

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
ASU	Gabriele Casale	Assistant Professor	Geological & Environmental Sciences	1,000.00
	Katrina Palmer	Professor	Mathematical Sciences	1,000.00
	Richard Pouder	Professor	Management	1,000.00
	Susan Staub	Professor	English	1,000.00
	Thomas Whyte	Professor	Anthropology	1,000.00
	William Anderson	Professor	Geological & Environmental Sciences	1,500.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL ASU FUNDS AWARDED	6,500.00
ECU	Elizabeth T. Ables	Assistant Professor	Biology	1,000.00
	Ricky T. Castles	Assistant Professor	Engineering	1,000.00
	Allison S. Danell	Associate Professor	Chemistry	1,000.00
	Teal Darkenwald	Associate Professor	Theatre and Dance	1,000.00
	Joy H. Karriker	Associate Professor	Management	1,000.00
	Gerald J. Prokopowicz	Professor	History	1,000.00
			Engraved Plate Awards	500.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL ECU FUNDS AWARDED	6,500.00
ECSU	Dolapo Adedeji	Associate Professor	Natural Sciences, Pharmacy & Health Professions	3,167.00
	Jeffrey Whelan	Associate Professor	Visual and Performing Arts	3,167.00
	Dorothy Kersha-Aerga	Associate Professor	Social and Behavioral Sciences	3,167.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	1.00
			TOTAL ECSU FUNDS AWARDED	9,501.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
FSU	Tanya Hudson	Assistant Professor	Elementary Education	500.00
	LaDelle Olion	Professor	Middle Grades, Secondary & Specialized Subjects	500.00
	Theodore Kaniuka	Associate Professor	Education Leadership	500.00
	Tanya Hudson	Assistant Professor	Elementary Education	1,000.00
	Kristen Delaney	Assistant Professor	Biological Sciences	500.00
	Abdirahman Abokor	Associate Professor	Chemistry & Physics	500.00
	Micki Nyman	Associate Professor	English	500.00
	Nicoleta Bila	Associate Professor	Math & Computer Sciences	500.00
	Jeremy Fiebig	Associate Professor	Performing & Fine Arts	500.00
	Thomas Van Cantfort	Professor	Psychology	500.00
	Erica Campbell	Assistant Professor	Social Work	500.00
	Jilly Ngwainmbi	Professor	Sociology	500.00
	Alexandru Stana	Assistant Professor	Communication	500.00
	Alexandru Stana	Assistant Professor	Communication	1,000.00
	Paul Boaheng	Assistant Professor	Government & History	4,000.00
			Plaques	55.00
		STATE FUNDS	9,500.00	
		CAMPUS FUNDS	2,555.00	
		TOTAL FSU CAMPUS FUNDS AWARDED	12,055.00	
NCA&T	Kimberly McNeil	Associate Professor	Marketing, Transportation and Supply Chain Management	1,000.00
	Barbara Tankersley	Associate Professor	Mathematics	1,000.00
	Radiyah Minor	Associate Professor	Animal Sciences	1,000.00
	Abu-Lebdah Taher	Associate Professor	Civil, Architectural and Environmental Engineering	1,000.00
	Kelsie Bernot	Assistant Professor	Biology	1,000.00
	Sherrell House	Assistant Professor	Family and Consumer Sciences	1,000.00
			Teaching award plaques/name plates/programs	500.00
			STATE FUNDS	6,500.00
		CAMPUS FUNDS	0.00	
		TOTAL NCA&T FUNDS AWARDED	6,500.00	

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
NCCU	Yolanda Dunston	Associate Professor	Curriculum and Instruction	3,166.00
	Dayami Lopez	Associate Professor	Pharmaceutical Sciences	3,166.00
	Deirdre Guion Peoples	Associate Professor	Business Administration	3,166.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	0.00
			TOTAL NCCU FUNDS UNSPENT	2.00
			TOTAL NCCU FUNDS AWARDED	9,498.00
NCSU	Mark S. Beasley	Professor	Business Management	650.00
	Gary B. Blank	Professor	Forestry and Environmental Resources	650.00
	John W. Carroll	Professor	Philosophy and Religious Studies	650.00
	John R. Godwin	Professor	Biological Sciences	650.00
	Melissa A. Pasquinelli	Professor	Textile Engineering, Chemistry and Science	650.00
	Shannon E. Phillips	Professor	Agricultural and Human Sciences	650.00
	Carl A. Young	Professor	STEM Education	650.00
	Robyn Diaz	Graduate Teaching Assistant	English	400.00
	Rebecca Falkner	Graduate Teaching Assistant	Animal Science	400.00
	Brandon McConnell	Graduate Teaching Assistant	Industrial & Systems Engineering	400.00
	Rebecca Poole	Graduate Teaching Assistant	Animal Science	400.00
	Betty-Shannon Prevatt	Graduate Teaching Assistant	Psychology	350.00
				STATE FUNDS
			CAMPUS FUNDS	0.00
			TOTAL NCSU FUNDS AWARDED	6,500.00
UNCA	Nancy Ruppert	Professor	Education	2,500.00
	James Perkins	Assistant Professor	Physics	1,750.00
	Jason Wingert	Associate Professor	Health & Wellness	1,750.00
	Marcus Harvey	Assistant Professor	Religious Studies	1,750.00
	Renuka Gusain	Lecturer	Humanities Program	1,750.00
	Regina Criser	Assistant Professor	Modern Languages & Literatures	1,750.00
	Barbara Duncan	Adjunct Assistant Professor	Modern Languages & Literatures	1,750.00
				STATE FUNDS
			CAMPUS FUNDS	3,500.00
			TOTAL UNCA FUNDS AWARDED	13,000.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
UNC-CH	Regina Carelli	Distinguished Professor	Department of Psychology	5,000.00
	Jane Danielewicz	Associate Professor	Department of English and Comparative Literature	5,000.00
	Deborah R. Gerhardt	Associate Professor	School of Law	5,000.00
	Chérie Rivers Ndaliko	Assistant Professor	Department of Music	5,000.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	13,500.00
			TOTAL UNC-CH FUNDS AWARDED	20,000.00
UNCC	Harini Ramaprasad	Harini Ramaprasad	Computer Science	500.00
	Srinivas Akella	Srinivas Akella	Computer Science	500.00
	Mary Smith	Mary Smith	School of Nursing	300.00
	Angela Sepulveda	Angela Sepulveda	School of Social Work	300.00
	Lee-Ann Kenney	Lee-Ann Kenney	School of Nursing	300.00
	Valerie Bright	Valerie Bright	English	650.00
	Jacob Horger	Jacob Horger	Chemistry	650.00
	Mark D'Amico	Mark D'Amico	Educational Leadership	1,000.00
	Peter Wong	Peter Wong	School of Architecture	1,000.00
	Department Award	n/a	Biological Sciences	1,300.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL UNCC FUNDS AWARDED	6,500.00
UNCG	James Harden	Associate Professor	Accounting and Finance	1,000.00
	Aaron Ratcliffe	Assistant Professor	Information Systems & Supply Chain Management	1,000.00
	Tiffany Reynolds	Lecturer	Marketing, Entrepreneurship, Hospitality & Tourism	1,000.00
	Sat Gupta	Professor	Mathematics & Statistics	1,000.00
	Carrie Rosario	AP Assistant Professor	Public Health Education	1,000.00
	Jacqueline Debrew	Clinical Professor	Nursing	500.00
	Karen Amirehsani	Professor	Nursing	500.00
	James Wren	Professor	School of Theatre	1,000.00
	Claudia Pagliaro	Associate Professor	Specialized Education Services	1,000.00
	Dr. Hemali Rathnayake	Associate Professor	Nanoscience	500.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	2,000.00
			TOTAL UNCG FUNDS AWARDED	8,500.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
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CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
UNCP	Michelle Fazio	Associate Professor	English, Theatre, and Foreign Languages	1,750.00
	Melissa Edwards	Lecturer	Math and Computer Science	1,750.00
	Conner Sandefur	Assistant Professor	Biology	1,750.00
	Judith Curtis	Associate Professor	Mass Communications	1,750.00
	Serina Cinnamon	Assistant Professor	History	1,750.00
	Susan Ulrich	Part-time Lecturer	Philosophy and Religion	750.00
		STATE FUNDS		9,500.00
		CAMPUS FUNDS		0.00
		TOTAL UNCP FUNDS AWARDED		9,500.00
UNCW	Sally MacKain	Professor	College of Arts and Sciences/Dept. of Psychology	1,500.00
	Sally MacKain	Professor	College of Arts and Sciences/Dept. of Psychology	5,000.00
	Larry Cahoon	Professor	College of Arts and Sciences/Dept. of Biology & Marine Biology	5,000.00
	Carrie Clements	Professor	College of Arts and Sciences/Dept. of Psychology	5,000.00
	Jessica Magnus	Professor	Cameron School of Business/Dept. of Management	5,000.00
	Julian Keith	Professor	College of Arts and Sciences/Dept. of Psychology	5,000.00
	Steven Elliott	Associate Professor	College of Health & Applied Human Services/Sch. of Health & Applied Human Sciences	5,000.00
	Eman Gohneim	Associate Professor	College of Arts and Sciences/Dept. of Art & Art History	1,000.00
	Nicholas Hudson	Associate Professor	College of Arts and Sciences/Dept. of Earth & Ocean Sciences	1,000.00
	Julie-Ann Scott	Associate Professor	College of Arts and Sciences/Dept. of Comm. Studies	1,000.00
	Rebecca Guidice	Associate Professor	Cameron School of Business/Dept. of Management	1,000.00
	Susan Sinclair	Associate Professor	College of Health & Applied Human Services/Sch. of Nursing	1,000.00
	Amelia Moody	Associate Professor	Watson College of Education/Dept. of Early Childhood, Elementary, Middle Level, Literacy and Special Education	1,000.00
	Stephen Boul	Lecturer	College of Arts and Sciences/Dept. of Mathematics & Statistics	1,000.00
	Kevin Kiser	Lecturer	College of Arts and Sciences/Dept. of Biology & Marine Biology	1,000.00
	Angelena Vandenberg	Lecturer	College of Health & Applied Human Services/Sch. of Social Work	1,000.00
	Derrick John Detweiler	Graduate TA	CAS/Center for Marine Science	250.00
	Marissa Buccilli	Graduate TA	College of Arts and Sciences/Dept. of English	250.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
	Kerry Lynn Mapes	Graduate TA	College of Arts and Sciences/Dept. of Earth & Ocean Sciences	250.00
	Allen Michael Phelps	Graduate TA	College of Arts and Sciences/Dept. of Mathematics & Statistics	250.00
	Aaron Kevin Rice	Graduate TA	College of Arts and Sciences/Dept. of Earth & Ocean Sciences	250.00
	Rebecca Robinson Clark	Graduate TA	College of Health and Human Services/Sch. of Health & Applied Human Sciences	250.00
			Benefits and taxes associated with awards	8,285.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	43,785.00
			TOTAL UNCW FUNDS AWARDED	50,285.00
UNCSA	Kira Blazek Ziaii	Assistant Professor	Contemporary Dance	2,500.00
	Wanda Coyle	Instructor	High School Academic Program	2,500.00
	Quinten Gordon	Instructor	Drama	2,500.00
	Marion Pratnicki	Associate Professor	Music	2,500.00
	Lauren Vilchik	Associate Professor	Filmmaking	2,500.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	3,000.00
			TOTAL UNCSA FUNDS AWARDED	12,500.00
WCU	Risto, Atanasov	Associate Professor	Mathematics & Computer Science	1,000.00
	Georgia, Hambrecht	Professor	Comm Sciences & Disorders	1,000.00
	Brandi, Hinnant Crawford	Assistant Professor	Human Services	500.00
	James, Johnson	Assistant Professor	Econ, Mgt, Proj Mgt	1,000.00
	Nathan, Roth	Assistant Professor	Psychology	500.00
	Mary, Sanders	Assistant Professor	School of Health Sciences	1,500.00
	Yanjun, Yan	Assistant Professor	School of Engineering & Technology	1,000.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL WCU FUNDS AWARDED	6,500.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
WSSU	Rachelle Barnes	Assistant Professor	Psychological Sciences	4,500.00
	Alfreda Harper-Harrison	Associate Professor	Nursing	3,500.00
	Cecile Yancu	Professor	Behavioral Sciences	3,500.00
	Chad Markert	Assistant Professor	Exercise Physiology	3,500.00
	Naomi Hall-Byers	Associate Professor	Psychological Sciences	3,500.00
	Lisa Maness	Assistant Professor	Clinical Laboratory Science	3,500.00
	Russell Smith	Associate Professor	History, Politics, and Social Just	3,500.00
	Amber Debono	Associate Professor	Psychological Sciences	3,500.00
	Edward Opoku-Dapaah	Professor	Behavioral Sciences	3,500.00
		STATE FUNDS	9,500.00	
		CAMPUS FUNDS	23,000.00	
		TOTAL WSSU FUNDS AWARDED	32,500.00	
NCSSM	Jamie Lathan	Dean	Distance Education / Humanities	2,500.00
	Phillip Riggs	Instructor	Humanities	2,500.00
	Candice Chambers	Instructor	Distance Education / Science	1,125.00
	Scott Laird	Instructor	Humanities / Fine Arts	1,125.00
	John Woodmansee	Instructor	Humanities	1,125.00
	Kim Monahan	Instructor	Science / Biology	1,125.00
			STATE FUNDS	9,500.00
		CAMPUS FUNDS	0.00	
		TOTAL NCSSM FUNDS AWARDED	9,500.00	
		STATE FUNDS AVAILABLE	134,500.00	
		STATE FUNDS UNSPENT	2.00	
		STATE FUNDS EXPENDED	134,498.00	
		ADDITIONAL CAMPUS FUNDS EXPENDED	91,341.00	
		2018 GRAND TOTAL AWARDS	225,839.00	

2018 Board of Governors Awards for Excellence in Teaching Briefing Sheet

I. Establishment of Award

In 1993, the UNC Board of Governors established the Award for Excellence in Teaching with the following resolution:

“To underscore the importance of teaching and to encourage, identify, recognize, reward, and support good teaching within the University, the Board of Governors shall create annual system-wide teaching awards with monetary stipends which are designated the Board of Governors Awards for Excellence in Teaching.”

The full BOG policy (Section 400.3.6 of the UNC Policy Manual) and guideline (Section 400.3.6.1[G] of the UNC Policy Manual) are attached as Appendix #1.

Each UNC constituent institution is able to have one award recipient each year.

II. Award for Excellence in Teaching Funding

As of 2013, each Board of Governors Award for Excellence in Teaching recipient now receives a one-time stipend of \$12,500. This is up from \$7,500 stipend for the majority of the history of the awards. A list of the 2018 recipients is attached. Additional Campus-based Teaching Awards

Section 400.3.6 of the UNC Policy Manual provides that eight institutions (ECSU, FSU, NCCU, UNCA, UNCP, UNCSA, WSSU and NCSSM) each receive \$9,500 for additional campus-based teaching awards. Nine campuses (ASU, ECU, N.C. A&T, NCSU, UNC-CH, UNCC, UNCG, UNCW, WCU) each receive \$6,500 for campus-based teaching awards. All funds come from state appropriations.

In addition to these allocated funds, some of our constituent institutions have historically contributed additional monies to supplement the awards for excellence in teaching. These funds come from sources such as lapsed salaries and endowment funds. The campus-based teaching awards work in a similar fashion as the Board of Governors Award for Excellence in Teaching, with the criteria determined by a campus committee. In 2018, 8 (eight) constituent institutions (ECSU, FSU, UNCA, UNC-CH, UNCG, UNCW, UNCSA, and WSSU) provided a total of \$91,341.00 in additional funds. A list of these other award winners and the use of funds is attached.

III. Nominee Selection Process

The nominees for the Awards for Excellence in Teaching are selected by campus-based committees as outlined in Section 400.3.6.1[G] of the UNC Policy Manual. Each constituent institution solicits nominations and establishes a timeline consistent with the UNC System Office's deadline for submission of their nominee. The UNC System Office's 2018 award timeline is attached as an appendix.

Each constituent institution submits its nominee to the UNC System Office on or around February 1. Following a vote of the Board of Governors approving the nominees, the president notifies the recipients of their awards and outlines the next steps for receiving the award medallion and stipend check.

Campus-based teaching awards are determined in the same manner.

IV. Event History and Cost Savings

For the first fourteen years of the award (1995 – 2008) the Board held an annual luncheon for recipients in Chapel Hill. The award recipients invited 5-7 guests, including their chancellor, provost, a former student, and family members. The cost for the yearly luncheon was approximately \$20,000. In 2009, in an effort to reduce costs while maintaining the stature of the award, the Board of Governors decided to honor each nominee by locally presenting the award at each constituent institution's Spring commencement. The cost difference from 2008 and 2010 was a savings of \$17,500.

V. Presentation of Award

The presentation of the Board of Governors Award for Excellence in Teaching is incorporated into the overall Spring commencement ceremony at each constituent institution. A member of the Board of Governors brings greetings on behalf of the president and the Board of Governors and delivers remarks highlighting the achievements and contributions of the Award recipient. To assist in this presentation, the UNC System Office transmits prepared remarks to each constituent institution and the BOG member to use as a guideline. The Award recipient is presented with a bronze medallion by both the Board of Governors representative and their Chancellor. The medallion is substantial in weight and is a keepsake for the recipient. An engraved walnut base is personalized with the recipient's name. Additionally, a ceremonial envelope is also presented to the recipient representing their \$12,500 stipend. As an ongoing effort to increase efficiency, 2017 marked the first year that the UNC System Office electronically transferred funds directly to each constituent institution for distribution of the stipend to the award recipient.

The nominee is recognized by the University in front of Spring graduates, faculty peers, senior administration, students, families, and friends of the University. Since 2009, the

presentation of the Award for Excellence in Teaching during the Spring commencement ceremony has become ingrained at each constituent institution. Our constituent institutions and Board of Governors members have shared positive feedback on this process.

VI. Ongoing Improvements in Process Efficiency

As of 2011, the Award process is “green”. All information and correspondence regarding the Awards is distributed electronically.

A Teaching Award Information Sheet was created to ensure information accuracy and to aid the UNC System Office in press release preparation. The Teaching Award Recipient Information Sheet is attached as an appendix.

The Use of Funds Report to the Personnel and Tenure Committee has also been streamlined. Instead of seventeen different narratives from the constituent institutions, a spreadsheet is now sent electronically to each constituent institution to report funds in a standardized format with no narrative.

Starting in 2014, the UNC System Office has included a Briefing Sheet as additional documentation in the packet of committee materials to provide background and context for any new member of the committee or the Board.

Prior to 2014, the stock of medallions, bases, and name plates were kept at an out-of-state vendor. In 2014, we made a decision to keep the stock in-house and to engrave the bases locally. This decision has both saved time and increased quality control. This action resulted in approximately \$1,500 in cost savings from 2013 to 2014 and yearly engraving costs have held low to date.

VII. Board of Governors Teaching Award Website

In 2010, the Personnel and Tenure Committee requested that information regarding each year’s winners be posted to the UNC System website. The 2018 award winners can be found at the following link: <https://www.northcarolina.edu/Board-Governors-Awards/Teaching-Awards-2018>.

University Teaching Awards

Introduction

At its September 1993 meeting, the Board of Governors adopted a report on *Tenure and Teaching in the University of North Carolina*. The report, prepared jointly by the Board's Committee on Personnel and Tenure and its Committee on Educational Planning, Policies, and Programs, reaffirmed the Board's insistence that teaching is the primary responsibility of each of the 17 constituent institutions of the University. To underscore the importance of teaching and to encourage, identify, recognize, reward, and support good teaching within the University, the Board adopted a set of six specific recommendations, including the following:

That the Board of Governors create annual systemwide teaching awards with monetary stipends which are designated "Board of Governors Awards for Excellence in Teaching."

I. Annual Awards for Teaching Excellence

A. The Board of Governors will allocate \$352,000 each year for the Awards for Teaching Excellence with approximately one half of the fund (\$217,500) to be used each year for a system-wide awards program and the other half (\$134,500) to be used for allocations to campuses for teaching awards.

B. Each year the chair of the Board of Governors will appoint a special committee, or designate a standing committee such as the Committee on Personnel and Tenure, to provide coordination and oversight for the teaching awards programs.

C. The program of awards will be evaluated and revised periodically.

II. System-wide Awards

A. Number of Awards

There shall be a total of 17 Board of Governors Awards annually. One recipient shall be nominated from each of the 17 constituent institutions.

B. Nature of Awards and Recognition

Each recipient of a Board of Governors Award for Excellence in Teaching will receive a citation and a one-time award of \$12,500. Presentation of the awards will be made at an appropriate event to be attended by recipients and their guests, members of the Board of Governors, the President and vice presidents of the University, the chancellors or their designees, and other guests.

C. Eligibility for Selection

Any faculty member who has earned tenure¹ at the institution and has taught at the institution for at least seven years is eligible. The recipient must have demonstrated excellent or exceptional teaching ability over a sustained period of time. Potential nominees must be teaching in the academic year in which they are selected.

¹At the North Carolina School of Science and Mathematics and the University of North Carolina School of the Arts, a faculty member with a multi-year contract who has taught at the institution for at least seven years is eligible.

No faculty member will be eligible to receive this award more than once while teaching at any UNC institution.

III. Institutional Teaching Awards

A. A total of \$134,500 will be allocated each year to the 17 constituent institutions to establish additional faculty awards for teaching excellence.

B. Each institution should develop procedures for establishing awards and selecting recipients supported by the Board's allocation.

C. In establishing these awards, the Board gave special emphasis to the smaller institutions with more limited resources and to those institutions which did not have teaching awards.

In keeping with this objective the following eight institutions are allocated \$9,500 each: Elizabeth City State University, Fayetteville State University, North Carolina Central University, University of North Carolina at Asheville, University of North Carolina at Pembroke, University of North Carolina School of the Arts², Winston-Salem State University and North Carolina School of Science and Mathematics, with the other nine constituent institutions being allocated \$6,500 each for teaching awards.

IV. Guidelines for Implementing the Awards for Teaching Excellence

The President will issue guidelines for the nomination and selection of system-wide teaching awards and the allocation of funds for institutional teaching awards.

²Name changed from North Carolina School of the Arts to University of North Carolina School of the Arts effective August 1, 2008.

Guidelines on University Teaching Awards

These guidelines contain a summary of the steps to be taken by the constituent institutions to implement the policy amended by the Board of Governors on September 10, 2004, on University Teaching Awards.

Implementation of Teaching Awards by the Constituent Institutions

I. System-wide Awards

1. Each institution should have developed detailed, written procedures for nominating one faculty member annually to receive the Board of Governors Award for Excellence in Teaching.
2. The selection of the nominee, who must meet the eligibility criteria established by the Board, shall be made by a campus-wide selection committee.
3. The name of the institution's nominee, along with convincing supportive evidence (e.g., a portfolio), must be submitted to the President through the chancellor of the nominating institution by February 1 of each year.
4. Portfolios must include:
 - A brief written statement which articulates each finalist's teaching philosophy and methods used to achieve educational goals;
 - Copies of peer evaluation of teaching;
 - Statements by colleagues and former students of the instructor who have provided letters of support for the nominee;
 - A copy of the nominee's resume or curriculum vitae;
 - A current photograph of the nominee.
 - Other materials may be included in the portfolio at the discretion of the campus.
 - These materials will be returned to the campus after the awards ceremony.
5. The Board of Governors committee charged with overseeing the Teaching Awards process will review the documentation and recommend the names of recipients to the Board of Governors.
6. Once the selection has been made and the recipient of the annual Board of Governors Award for Teaching Excellence has been announced, a summary of the supporting documentation should be made available to all of the campus community. (The documentation could be placed in the campus library.)
7. The \$7,500 award paid to a recipient of a Board of Governors Award for Excellence in Teaching must be in addition to, and not in lieu of, any salary increases (for merit or other reasons) to which an individual recipient may be entitled.

II. Institutional Awards

1. The internal allocation of funds provided for institutional awards must be consistent with institutional procedures as required by the Board in Policy 400.3.6. Eligibility criteria for the awards on the various campuses (i.e., length of service and tenure status, etc.) are to be determined by appropriate committees at the appropriate levels.

2. Each institution must file an annual report by June 15 to the Board of Governors through the President on the internal distribution and use of these allocations for teaching awards.

III. Evaluation of Program of Awards

The Board committee responsible for overseeing the Awards for Teaching Excellence will periodically evaluate the policy (400.3.6), revise it as appropriate, and recommend changes to these guidelines to the President as appropriate.

Timeline for the 2018 Board of Governors Award for Excellence in Teaching

September 2017

Send notification to chancellors requesting nominee's portfolio.

February 1, 2018

Collect institutions' electronic portfolios.

Present a list of the institutions' 2018 Board teaching award nominees to the Personnel & Tenure Committee at the February/March 2018 meeting. The chair of P&T requests final approval of teaching award nominees to the full board in closed session

February-March 2018

Send congratulatory letter to the award recipients from the president of the UNC System.

Call to congratulate award winners on behalf of the UNC System Office.

The Office of the Secretary begins to solicit Board members to act as System representatives for spring commencement ceremonies.

Coordinate with external communications to provide information to build website for 2018 award winners.

April 2018

Call institutions' commencement coordinators to inform them of the assigned Board member and to discuss medallion coordination.

Request budget office to transfer award stipend to institutions.

Draft the press release announcing award winners and send this document to the System Office's communications team for review and posting on the System website.

Send medallions to commencement coordinators. Ensure that all communication is sent to both the designated Board representatives and to all the campus coordinators to ensure that everyone receives all pertinent information regarding the event.

May 2018 - June 2018

Follow-up with Board members and obtain feedback on process.

June 15, 2018

Reports due from institutions on allocation and distribution of funds.

Prepare comprehensive report on the institutions' allocation and distribution of funds.

July or Aug 2018

Report to Personnel and Tenure Committee on the institutions' allocation and distribution of funds.

2018 Board of Governors Award for Excellence in Teaching

TEACHING AWARD RECIPIENT INFORMATION SHEET

Please complete and return this sheet to kelle yg@northcarolina.edu.

Information provided will be used to prepare the official UNC System Office press release.

CAMPUS: _____

FORMAL NAME OF TEACHING AWARD RECIPIENT: (include middle initial, if any):

EMAIL AND PHONE NUMBER OF AWARD RECIPIENT:

NAME TO BE USED IN PRESS RELEASE AND AWARD NAME PLATE: (if different from name specified above):

NAME OF RECIPIENT'S ACADEMIC DEPARTMENT:

RECIPIENT'S FACULTY TITLE (Associate Professor, Professor, etc.):

RECIPIENT'S ADMINISTRATIVE RANK: (Chair of Department, Interim Dean, etc.):

YEARS OF SERVICE TO INSTITUTION: _____

UNDERGRADUATE DEGREE(S):

Abbrev.	Discipline	Institution	City	State
e.g., B.A.	Government	Appalachian State	Boone	NC

GRADUATE DEGREE(S):

Abbrev.	Discipline	Institution	City	State

NOTEWORTHY ACCOMPLISHMENTS:
