

## **Committee on Personnel and Tenure Overview of Responsibilities and Plans for 2005-2006**

### **Composition of the Committee**

#### Members:

Charles H. Mercer, Jr., Chair  
Peter Keber, Vice Chair  
Brent D. Barringer, Secretary  
Dudley E. Flood  
Patsy B. Perry  
William G. Smith  
J. Craig Souza  
David W. Young

#### Staff:

Gretchen M. Bataille, Senior Vice President for Academic Affairs  
Leslie Winner, Vice President and General Counsel  
Charles Waldrup, Associate Vice President for Legal Affairs  
Lisa Adamson, Administrative Assistant

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

- Upon recommendation by the President, the Committee reviews and makes recommendations to the Board for the following actions for those institutions that have not been granted management flexibility to appoint and fix compensation, for UNC-General Administration, including UNC-Office of the President.
  - ~ Appointment and compensation of senior academic and administrative officers
  - ~ Awarding permanent tenure to faculty members
  - ~ Salary increases of 15% or more AND \$10,000 or more.
- For those institutions with management flexibility to appoint and fix compensation, the Committee still must approve salary increases of 15% or more AND \$10,000 or more and salaries outside of the established ranges. In addition, the Committee will receive annual reports from the campuses with management flexibility. To date, eleven of the sixteen institutions have been granted management flexibility.
- The Committee advises and assists the President in the review and evaluation of tenure policies and regulations.

- The Committee establishes and monitors salary ranges for senior academic and administrative officers.
- The Committee reviews all appeals from faculty members that involve questions of tenure or dismissals.
- The Committee advises the President as needed on chancellor salaries, compensation, retreat rights, and evaluation. The Committee carefully reviews such recommendations prior to seeking full approval by the Board.
- The Committee serves as the Board committee for the annual faculty teaching awards program
- The Committee recommends annual salary policies to the Board
- The Committee reviews and recommends policies pertaining to conditions of employment for faculty and non-faculty EPA employees.
- The Committee considers proposed modifications to the Plan document for the ORP

Every month the Committee reviews and makes recommendations on tenured appointments, salary increases of 15% or more AND \$10,000 or more and all EPA appointments and salary increases in General Administration and the Office of the President. The Committee hears appeals that involve questions of tenure as necessary.

#### **2005-2006 Tentative Schedule:**

September, 2005	Approve 2005-2006 Salary Ranges Appointments and Salary Increases of 15% or more AND \$10,000 or more Report on Leadership Institutes
October, 2005	Approve Chancellors' and General Administration/Office of the President Salaries Review of annual reports from campuses with management flexibility Appointments and Salary Increases of 15% or more AND \$10,000 or more Approve annual planning document Annual Report on Committee Activities Annual Report on Distinguished Professors
November, 2005	Appointments and Salary Increases of 15% or more AND \$10,000 or more Chancellors' and President evaluation summary (tentative date) Review of SAAO salaries from campuses with management flexibility

Report on Phased Retirement Program  
Report on Post-Tenure Review  
Teaching Awards assignment reviewed  
2005 BOG Awards for Excellence in Teaching Allocation of Funds  
Report

January, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more
February, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more Review legislative issues related to personnel policies, benefits, and salaries
March, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more Faculty Salary Studies as needed
May, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more Set administrative salary ranges for upcoming year Approve salary instructions to campuses (if State budget is passed) Teaching Awards program
July/August, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more

**Issues to be addressed by the Committee during 2005-2006:**

- **Routine Matters**  
Consistent with its primary responsibility, the Committee will address personnel and tenure recommendations, salary policies and procedures, and appeals concerning the awarding of tenure or dismissals.
- **Chancellors' Compensation**  
The issues of Chancellor's and the President's compensation have been on the agenda of the Committee for several years. This conversation includes discussion of other benefits such as deferred compensation.
- **Establish Salary Ranges Based on Peer Studies**  
The Committee has access to CUPA salary data for administrators at UNC peer institutions and uses that information to establish credible and competitive salary ranges for all administrative positions. The Committee will review this material for 2006-2007 in the spring of 2006.

- **Management Flexibility to Appoint and Fix Compensation**  
 The Committee has the authority to grant management flexibility to the campuses based on the campus submission of required materials. The Committee also requires an annual report. The Committee will monitor the process and make adjustments as necessary. Currently eleven campuses have management flexibility to appoint and fix compensation. Each fall the Committee reviews the reports from the campuses with management flexibility to appoint and fix compensation.
- **Monitor and Review Studies of Faculty Salaries and Compensation**  
 The General Assembly in 1999 requested that the Board conduct a study of faculty salaries and compensation among the institutions of the University, comparing each of the institutions to other peer institutions in the state, region, and nation. As a result of that study, the Board made recommendations on appropriate adjustments to faculty salaries and compensation to achieve competitive levels with peer institutions and to enhance academic excellence on each campus. This Committee will continue to monitor peer data and, in particular, to keep aware of the increasing gap in faculty compensation between public and private institutions.
- **Review the recommendations from NCHEMS regarding institutional peers for each campus.**  
 The peer study commissioned in the spring of 2005 should be complete in the fall of 2005. The Committee will review the recommendations, assess the responses from the campuses, and make recommendations for new sets of peers for each campus.
- **Review plans for Changes in the Personnel Policies for SPA employees prepared by the Division of Human Resources within the Office of the President**  
 The General Assembly, in 1997, amended the statutes to permit decentralization of a great deal of authority in personnel matters from the Office of State Personnel (OSP) to the University. Shortly thereafter, the Director of OSP and the President of the University entered into a partnership agreement outlining some basic concepts of decentralization. The establishment of the Human Resources division provided the opportunity for expanded flexibility for the constituent institutions, and this division will continue to work with the Committee to make recommendations for further delegated authority. The Committee will review the extent of delegation to date and decide what recommendations for further delegated authority are warranted.
- **System Review of HR Policies and Practices**  
 Given the need to attract, retain, and develop an increasing number of faculty and highly trained staff, the Human Resources division and Academic Affairs will review and recommend University EPA policies and practice to

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

- **Phased Retirement Program for Faculty**

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

- **Post-Tenure Review**

During 1998-99, the Post-Tenure Review process was instituted, mandating systematic, regular evaluation of the performance of tenured faculty. The Committee receives a report each October.

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

Institutions are increasingly relying on part-time and non-tenure track faculty to meet instructional needs. This is a national phenomenon and is not limited to North Carolina. Dr. Betsy Brown chaired a committee to review this situation and presented a report that included recommendations that the Committee continue to monitor the conditions of employment for non-tenure track faculty. Starting in July 2005, Dr. Brown will be facilitating UNC's participation in COACHE, a Harvard Graduate School of Education tenure-track faculty job satisfaction survey which will evaluate work satisfaction among early career faculty. The Committee will continue to monitor the employment conditions for this group of faculty.

- **Leadership Institute and Faculty Development**

During the past four years, the Office of the President has sponsored summer Leadership Institutes for chairs and deans as well as institutes for development officers at focused growth institutions. The *Senior Executive Fellow* program began with the appointment of Dr. Walter Harris in 2002-2003 and continued with the appointment of Dr. Carroll-Ann Trotman as a Leadership Fellow. During 2005-2006, Dr. Karla Hughes will serve as an ACE Fellow and Dr. Cynthia Wolf-Johnson is serving as a Leadership Fellow in Academic and Student Affairs. These efforts are critical to the development of leadership within the University and retention of our faculty and administrators. The Committee will continue to receive an annual report of these activities. The Food Systems Leadership Institute and the William Friday Leadership Program are a part of the efforts to provide leadership training.

## **Recent Significant Work**

- Re-evaluated Administrative salary range study based on peers for each constituent institution using national CUPA data.

- Continued to support the UNC Leadership Institute to provide leadership training for staff and faculty throughout the system, including *The Food Systems Leadership Institute*.
- Approved the Non-Tenure Track Faculty report and recommendations
- Approved Management Flexibility to Appoint and Fix Compensation to eleven constituent institutions
- Recommended and received approval for a Resolution on Salary Increases for 2005-2006
- Recommended the policy on retreat and separation rights for the Office of the President
- Recommended amendments to the policy on *Grievances Filed Pursuant to Section 607 of The Code*
- Recommended amendment to *The Code on Appendix 1 - Delegations of Duty And Authority To Boards Of Trustees*
- Recommended amendments to the policy on the *Distinguished Professors Endowment Trust Fund*
- Recommended amendments to the policy on *Senior Academic and Administrative Officers*
- Recommended amendments to the policy on *Management Flexibility to Appoint and Fix Compensation*
- Recommended the policy on *Supplemental Pay Policy for Employees Exempt from the State Personnel Act*
- Recommended amendments to policy on *Conflicts of Interest and Commitment Affecting Faculty and Non-Faculty EPA Employees* and subsequent rescinding of the policy on *External Professional Activities of Faculty and other Professional Staff*
- Recommended the policy on *Administrative Separation of the President and Chancellors*

### **Questions and Recommendations for Discussion**

- What role should the Committee play in developing and obtaining authorization for a comprehensive Human Resource system for all non-faculty employees? This is closely tied to flexibility measures.
- What recommendations should be made regarding chancellor compensation?
- What role should P&T play in providing more competitive benefits to UNC employees?
- Should the President have the same delegated responsibility for management flexibility as that provided to the chancellors under current policy?

9/23/2005