

Committee on Personnel and Tenure Overview of Responsibilities and Plans for 2006-2007

I. Composition of the Committee

Members:

Charles H. Mercer, Jr., Chair
Dudley E. Flood, Vice Chair
H. Frank Grainger, Secretary
Patsy B. Perry
Hannah D. Gage
Peter D. Hans
Charles S. Norwood

Staff:

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

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

- Upon recommendation by the President, the Committee reviews and makes recommendations to the Board for the following actions for those institutions that have not been *granted management flexibility to appoint and fix compensation*, and UNC-General Administration.
 - ~ 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. Institutions without *management flexibility* at this time are: Elizabeth City State University, Fayetteville State University, North Carolina A&T State University, North Carolina Central University and North Carolina School of the Arts.
- The Committee advises and assists the President in the review and evaluation of tenure policies and regulations.

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- 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.

For each month that the Board of Governors meets, the Committee reviews and makes recommendations on tenured appointments (for those campuses without *management flexibility*), salary increases of 15% or more AND \$10,000 or more and all EPA appointments and salary increases in General Administration. The Committee also hears appeals that involve questions of tenure as necessary.

2006-2007 Tentative Schedule:

August, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more
September 2006	Approve 2006-2007 Salary Ranges Approve Chancellors' and General Administration Salaries Approve SAAO salaries from campuses without management flexibility Appointments and Salary Increases of 15% or more AND \$10,000 or more Report on Leadership Institutes
October, 2006	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

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Annual Report on Distinguished Professors
Review of SAAO salaries from campuses with management flexibility

November, 2006	Appointments and Salary Increases of 15% or more AND \$10,000 or more Chancellors' and President evaluation summary (tentative date) Report on Phased Retirement Program Report on Post-Tenure Review Teaching Awards assignment reviewed 2006 BOG Awards for Excellence in Teaching Allocation of Funds Report
January, 2007	Appointments and Salary Increases of 15% or more AND \$10,000 or more
February, 2007	Appointments and Salary Increases of 15% or more AND \$10,000 or more Review legislative issues related to personnel policies, benefits, and salaries
March, 2007	Appointments and Salary Increases of 15% or more AND \$10,000 or more Faculty Salary Studies as needed
May, 2007	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 Resolution Honoring Retired Faculty
July/August, 2007	Appointments and Salary Increases of 15% or more AND \$10,000 or more.

III. Issues to be addressed by the Committee during 2006-2007:

- **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**
Chancellor's and the President's 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

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ranges for all administrative positions. The Committee will review this material for 2007-2008 in the spring of 2007 using the new peers adopted in January 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 and the Committee will work to ensure that the remaining five campuses seek management flexibility as well. 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.

- **System Review of HR Policies and Practices**

Given the need to attract, retain, and develop an increasing number of faculty and highly trained staff, the Human Resources division and Academic Affairs will continue to review and recommend University EPA policies and 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 November.

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

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

- **Leadership Institute and Faculty Development**

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

IV. 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*

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- 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*
- Recommended changes to the *Optional Retirement Program*

V. Questions and Recommendations for Discussion

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

9/29/2006