

University of North Carolina
Board of Governors
Personnel and Tenure Committee Meeting
Executive Conference Room, Spangler Center
September 12, 2013

The Personnel and Tenure Committee of the UNC Board of Governors met on September 12, 2013. The following members were present: John Fennebresque, Chair; Jim Holmes, Secretary; Doyle Parrish; Therence Pickett, Laura Wiley; and Richard Taylor.

The following Committee members were absent: G.A. Sywassink, Vice Chair

General Administration staff in attendance included, Suzanne Ortega, William Fleming, Samantha McAuliffe, Eric Fotheringham, Chuck Brink, Staff Assembly Chair, and Catherine Rigsby, Faculty Assembly Chair.

Chancellors in attendance included, Chancellor Steve Ballard, Chancellor Carol Folt, and Chancellor Deb Saunders-White.

1. Open Minutes of August 8, 2013

Mr. Fennebresque asked for a motion to approve the minutes of August 8, 2013

MOTION: BE IT RESOLVED that the minutes of August 8, 2013 be approved with the following edit: The addition of Mr. Therence Pickett as a present member of the Personnel and Tenure Committee.

Motion: Mr. Richard Taylor
Second: Mr. Doyle Parrish
Motion Carried

2. Tutorial I: The Structure of Academic Decision-Making

This tutorial's focus was on the process by which key academic decisions are made. Areas of emphasis included a high level look at the organization and academic structure on UNC campuses and three examples of key academic decisions. These examples were, the tenure process, naming Distinguished Professorships, and the decision to award merit pay.

Mr. William Fleming began the tutorial with an explanation of the different categories of employees, SPA (Subject to the State Personnel Act), EPA Non-Faculty (Exempt from the State Personnel Act, Non-Faculty Positions), and EPA Faculty (Exempt from the State Personnel Act, Faculty Positions). He explained that the Board of Governors has policies that set parameters

for the creation of top tier positions, termed SAAO I and SAAO II (Senior Academic and Administrative Officers). Each campus has policies to ensure all campus human resources processes are transparent. This would include processes for awarding tenure and post-tenure review. All policies are approved by the Board of Governors. The campuses Boards of Trustees have delegated authority for some of these decisions.

Each Committee member was provided with a copy of high-level campus organizational charts. These can also be found on campus websites. In addition, the Committee members were supplied with a glossary of terms to help provide a baseline for the vocabulary used when discussing personnel matters.

Mr. Fleming described the Fair Labor Standards Act and the ways in which it affected our two categories of employees, EPA and SPA. The Act outlines the State holidays and the rules and regulations around employment. As previously mentioned, EPA identifies employees who are not subject to overtime pay. The Board of Governors makes policies, rules, and regulations around matters pertaining to these employees. SPA employees are subject to overtime and are governed by OSHR (Office of State Human Resources).

The Committee discussed the way North Carolina has aligned the structure of University employees and previous Board support for their oversight of both SPA and EPA employee policies, rules, and regulations being held by the Board of Governors.

The University's size determines the number of administrative positions on that campus. Increased reporting requirements have necessitated an increase in administrative staff. The more complex the various functions of the University, the greater the number of staff are required to oversee and review these functions.

Dr. Ortega moved into a discussion of each of the three examples of academic decision making. These were, the tenure process, decision to award merit pay, and awarding of Distinguished Professorships.

Starting with the tenure process, Dr. Ortega chose to focus on the decision points throughout the process. Each faculty member is appointed to a tenure/promotion mentoring committee to support them as they start their new profession in areas of research, publication editing, and also teaching. In many cases, this is the first teaching position many individuals will have had.

The job market for tenure track faculty positions is very difficult and there are many more applicants than there are positions. The hiring process is one form of sifting candidates before the tenure process even begins.

The importance of research is set at the institutional level and is largely centered on the desire for research funding and revenue generation as well as staying distinctive and supporting better research. Undergraduate research is also increasing as a way to engage students in the discipline and course material.

The Committee discussed the difference between tenure-track and contracted faculty. Outside of not having the opportunity for tenure, contract faculty typically do not have administrative duties and a lighter focus on research. UNC has worked to create promotional opportunities for these contract faculty.

At around year 3, tenure-track faculty members undergo a mid-probationary review which is a way to identify individuals who will have a difficult time progressing through to a tenure position. Exit strategies are devised for these individuals.

The tenure application process is very guided where one outlines accomplishments to date as well as the proposal for a future research agenda. External reviewers are sometimes used to review tenure applications. These reviewers are identified by the candidate and the Provost. More commonly, the Department Chair and peer committees are typically the most heavily involved groups in a tenure application review. All faculty are automatically reviewed for tenure in their 6th year unless an extension is requested. The Department Chair makes a recommendation to the Dean and a peer committee. This recommendation is then reviewed and the recommendation generated from these parties is sent to the Provost's office and sometimes a university-wide committee for review and approval. Faculty also have opportunities to receive training in teaching pedagogy from campus Centers for Teaching Excellence. The Committee discussed the evaluation of teaching and the outcomes if a faculty member is identified as having deficiencies in teaching.

After tenure has been conferred, faculty members undergo annual evaluations and a post tenure review process every five years. A separate tutorial will be offered on post tenure review. At each stage of the tenure process, faculty have an opportunity to appeal decisions.

The second type of decision Dr. Ortega focused on was the decision to award merit pay. Faculty undergo annual reviews. These evaluations identify opportunities for merit pay. The Department chair recommends faculty for merit pay to the Dean (or the Provost) who has been allocated their share of the pool of available funding. All campuses have a policy for awarding merit pay.

The last example provided was awarding of a Distinguished Professorship. Some Professorships have been supported by campus endowments, some are fixed term, others are recruitments, and some are designated and bestowed on current faculty. A final category are Distinguished Professorships which are supported by donors and receive state matching funds. For these awards, campuses must submit plans for the creation and administration of the Professorship for approval by the President.

Distinguished Professorships are reviewed by a committee, then at the departmental level, followed by the School/College level and then the Provost. The Provost makes a recommendation to the campus Board of Trustees who approves the request. In certain cases, the President must give the final approval.

3. Informational Report: Delegated Personnel Action Report

Mr. Fleming called the Committee's attention to the informational report received on personnel actions delegated to the President.

4. Informational Report: Faculty Phased Retirement Report

Dr. Ortega invited Mr. Eric Fotheringham, Social/Clinical Research Specialist in the Funding and Policy Analysis Department of Academic Affairs to present the Phased Retirement Report.

Mr. Fotheringham provided an overview of the report noting its three requirements to participate in the program. Faculty must be tenured, be benefits eligible, and have a five year maximum participation limit. There are only 3 faculty members since the inception of the program who have stayed in the program for more than 3 years. The report provides information on the total number of participants (most of whom are in years 1 or 2 of participation), a comparison of this year to 10 years ago, and age ranges of first time participants.

5. Informational Report: personnel and Tenure Annual Report

The Committee received the 2012 annual report of activities of the Personnel and Tenure Committee. Dr. Ortega encouraged the Committee members to alert her if there are edits to this report.

6. 2013-2014 Medical Faculty Salary Ceilings (Dental School)

The Committee received the 2013-2014 proposed medical faculty salary ceilings from the University of North Carolina at Chapel Hill School of Dentistry and the East Carolina University Brody School of Medicine Dental School and Schools of Public Health. These salary ranges were reviewed and found to be acceptable.

7. Appointment of Faculty Appeal Subcommittee

Mr. Fennebresque appointed one Faculty Appeal Subcommittee.

Mr. Fennebresque then requested a motion to go into Closed Session.

MOTION: The Personnel and Tenure Committee will move into Closed Session to “consider the qualifications, performance, and appointment conditions of employees; instruct the University’s staff concerning the establishment or negotiation of employment contracts and compensation; and consult with counsel.”

[N.C.G.S. §143.318.11(a)(1)(3)(5)&(6)]

Motion: Ms. Laura Wiley

Second: Mr. Therence Pickett

Motion Carried

*The meeting was moved into closed session.
(The complete minutes of the Closed Session are recorded in Appendix A.)*

Mr. Fennebresque called for a motion to return to Open Session.

MOTION: BE IT RESOLVED that the Personnel and Tenure Committee return to Open Session.

Motion: Ms. Laura Wiley
Second: Mr. Doyle Parrish
Motion Carried

The Committee returned to Open Session.

The next tutorial for the Personnel and Tenure Committee will be on analyzing academic administrative structures.

There being no further business, the meeting was adjourned.

James Holmes, Secretary

Attachment