



MEETING OF THE BOARD OF GOVERNORS
Committee on University Personnel

September 21, 2022 at 3:00 p.m.
Via Videoconference and PBS North Carolina Livestream
University of North Carolina System Office
140 Friday Center Drive, Room 128
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Open Session Minutes of July 20, 2022 Carolyn Coward
- A-2. Informational Reports
 - a. Faculty Recruitment and Retention Fund Utilization Under Delegated Authority to the President..... David English
 - b. President's Delegated Faculty Promotion and Tenure Conferral Report David English
 - c. New UNC System Office and SAAO-I Appointments Under Delegated Authority to the President..... Darryl Bass
- A-3. General Updates for the CommitteeDarryl Bass and David English
- A-4. SHRA Annual Labor Market Compensation Survey Darryl Bass
- A-5. 2021-22 Annual Report of the Committee on University Personnel..... Darryl Bass

CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of July 20, 2022 Carolyn Coward
- A-7. Informational Report: EHRA Salary Adjustment Pre-Authorizations Delegated to the President or His Designee..... Darryl Bass
- A-8. Executive Personnel Matter..... Peter Hans
- A-9. Executive Compensation Informational Report Peter Hans

OPEN SESSION

- A-10. Adjourn

Closed Session Motion

Motion to go into closed session to:

- Prevent the disclosure of information that is privileged or confidential under Article 7 of Chapter 126 of the North Carolina General Statutes, or not considered a public record within the meaning of Chapter 132 of the General Statutes.
- Consult with our attorney to protect attorney-client privilege.
- Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee.

Pursuant to: G.S. 143-318.11(a)(1), (3), and (6).

DRAFT MINUTES

July 20, 2022 at 1:00 p.m.
Via Videoconference and PBS North Carolina Livestream
University of North Carolina System Office
140 Friday Center Drive, Room 128
Chapel Hill, North Carolina

This meeting of the Committee on University Personnel was presided over by Chair Carolyn Coward. The following committee members, constituting a quorum, also attended: Mark Holton, Sonja Nichols, M. Lee Barnes, Jr., Pearl Burris-Floyd, and John Fraley.

Chancellors participating were Johnson Akinleye, Kevin Guskiewicz, and Harold Martin. Crystal Woods, chair of the UNC Staff Assembly, and Wade Maki, chair of the UNC Faculty Assembly, were also in attendance.

Staff members present included Darryl Bass, Mary Griffin Inscoe, and others from the UNC System Office.

1. Call to Order and OPEN Session Minutes (Item A-1)

The chair called the meeting to order at 1:00 p.m., Wednesday, July 20, 2022, and called for a motion to approve the open session minutes of May 25, 2022.

MOTION: Resolved, that the Committee on University Personnel approve the open session minutes of May 25, 2022, as distributed.

Motion: Sonja Nichols
Motion carried

2. Informational Reports (Item A-2)

The committee received informational reports on new UNC System Office SAAO-I appointments under delegated authority to the president, and on faculty recruitment and retention fund utilization under delegated authority to the president.

3. Closed Session

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

MOTION: Resolved, that the Committee on University Personnel 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 consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged [N.C.G.S. 143-318.11(a)(3)]; and to consider the qualifications, competence, performance, or conditions of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143- 318.11(a)(6)].

Motion: Mark Holton

Motion carried

THE MEETING MOVED INTO CLOSED SESSION AT 1:04 PM

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

THE MEETING RESUMED IN OPEN SESSION AT 1:11 p.m.

4. General Updates for the Committee (Item A-3)

The committee received an update on the work being done by the campuses and the System Office to incorporate the 3.5 percent legislative salary increase passed by the legislature in upcoming paychecks, as well as the one percent payroll appropriation passed to address labor market issues. The committee also received an additional informational report on recent salary increase metrics.

There being no further business and without objection, the meeting adjourned at 1:13 p.m.

Sonja Nichols, Secretary

AGENDA ITEM

A-2a. Informational Report: Faculty Recruitment and Retention Fund
Utilization Under Delegated Authority to the President..... David English

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 Faculty Recruitment and Retention Fund.

Assessment: This month's report includes the following:

Faculty Retention and Recruitment Fund Expenditure:

- North Carolina State University, one approved request
- University of North Carolina at Chapel Hill, five approved requests
- University of North Carolina at Charlotte, one approved request
- University of North Carolina at Greensboro, three approved requests
- University of North Carolina Wilmington, one approved request

Remaining Balance of Fund

Note: Permanent adjustments to salary may be accomplished only with recurring funds. However, 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 in nonrecurring funds
\$4,952,958 in recurring funds

Action: This item is for information only.



Report: Faculty Recruitment and Retention Fund Utilization Under the Delegated Authority to the President

North Carolina State University

Rachel Cook, associate professor in the Department of Forestry and Environmental Resources, \$7,827 from the Faculty Recruitment and Retention Fund with NC State funding the cost of benefits
(\$110,206 **from** \$102,379 effective June 29, 2022)

The University of North Carolina at Chapel Hill

Eisha Jain, associate professor in the School of Law, \$30,000 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits
(\$183,598 **from** \$153,598 effective June 29, 2022)

Amanda Payne, associate professor in the School of Journalism and Media, \$20,000 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits
(\$112,075 **from** \$92,075 effective July 21, 2022)

Ariana Vigil, professor in the Department of Women's and Gender Studies, \$14,378 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits
(\$119,161 **from** \$104,783 effective July 21, 2022)

Saif Khaiarat, associate professor in the College of Nursing, \$10,267 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits
(\$141,519 **from** \$131,252 effective July 27, 2022)

Jason Mihalik, professor in the Department of Exercise and Sport Science, \$23,402 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits
(\$141,000 **from** \$117,598 effective August 22, 2022)

The University of North Carolina at Charlotte

Shan Yan, professor in the Department of Biological Sciences, \$27,532 from the Faculty Recruitment and Retention Fund with UNC Charlotte funding the cost of benefits
(\$140,000 **from** \$112,468 effective July 29, 2022)

The University of North Carolina at Greensboro

Jaclyn Maher, assistant professor in the Department of Kinesiology, \$12,087 from the Faculty Recruitment and Retention Fund with \$10,000 going toward salary and \$2,087 toward funding the cost of benefits, with UNC Greensboro funding any remaining cost of benefits
(\$84,979 **from** \$74,979 effective July 6, 2022)

Ramji Bhandari, associate professor in the Department of Biology, \$7,496 from the Faculty Recruitment and Retention Fund with \$6,202 going toward salary and \$1,294 toward funding the cost of benefits, with UNC Greensboro funding any remaining cost of benefits
(\$89,000 from \$82,798 effective July 20, 2022)

Cerise Glenn Manigault, professor in the Department of Communication Studies, \$6,848 from the Faculty Recruitment and Retention Fund with \$5,637 going toward salary and \$1,211 toward funding the cost of benefits, with UNC Greensboro funding any remaining cost of benefits
(\$83,700 from \$78,063 effective July 29, 2022)

The University of North Carolina Wilmington

Rachel Kohman, professor in the Department of Psychology, \$26,040 from the Faculty Recruitment and Retention Fund with UNC Wilmington funding the cost of benefits
(\$108,000 from \$81,960 effective July 22, 2022)



AGENDA ITEM

A-2b. Informational Report: President's Delegated Faculty Promotion
and Tenure Conferral Report David English

Situation: This is an informational report provided to the committee.

Background: Authority has been delegated to the president to approve faculty promotions and confer tenure for institutions without management flexibility.

Assessment: This meeting's report includes the following:

Faculty Promotion and Tenure Conferrals at Elizabeth City State University:

- Two promotion and tenure conferrals

Action: This item is for information only.



President's Delegated Faculty Promotion and Tenure Conferral Report

Actions effective 7/20/2022

Elizabeth City State University

Promotion and Tenure Conferral

- Kevin Kupietz, associate professor, Aviation and Emergency Management
- Bijandra Kumar, associate professor, Mathematics, Computer Science, and Engineering Technology

AGENDA ITEM

A-2c. Informational Report: New UNC System Office and SAAO-I Appointments Under Delegated Authority to the PresidentDarryl Bass

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 the compensation of senior academic and administrative officers and other employees exempt from the State Human Resources Act serving at 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 that are state funded
- One personnel appointment that is state and non-state funded

System SAAO-I Appointments

- One SAAO-I Position Reclassification

Action: This item is for information only.



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 June 28, 2022, to August 25, 2022.

UNC System Office

Appointments

State Funds:

-Owen Cooks, Director Campus Planning & Space Utilization, Finance & Administration, July 25, 2022, \$128,000, new position

-Victoria Shepard, CFNC Campus Services Manager (IT Professional), Academic Affairs, July 11, 2022, \$66,489, vacant position

State and Non-State Funds:

-Darryl Bass, Vice President for Human Resources & CHRO, Human Resources, July 1, 2022, \$235,000, vacant position

UNC System Institutions

New or Modified UNC System SAAO-I Positions or Appointments

-**Fayetteville State University:**
Reclassification from SAAO-II (Chief of Staff) to SAAO-I (Vice Chancellor and Chief of Staff).

AGENDA ITEM

A-3. General Updates for the Committee..... Darryl Bass and David English

Situation:	The committee will hear updates on recent Academic Affairs and Human Resources activities.
Background:	The Committee on University Personnel reviews and makes recommendations to the UNC Board of Governors on issues supporting faculty, personnel, academic affairs, and human resources matters under the jurisdiction of the Board. The Human Resources and Academic Affairs departments provide updates to the committee at every meeting on both annual and ad hoc work, including HR-related efforts during the pandemic, the review of tenured faculty, and annual salary guidance related to any legislatively supported salary raise process.
Assessment:	Information will be provided to the committee on recent updates in academic affairs and human resources at the UNC System Office and across the 17 institutions.
Action:	This item is for information only.

AGENDA ITEM

A-4. 2021 Annual SHRA Compensation ReviewDarryl Bass

Situation:	This is an informational report provided to the committee.
Background:	The annual SHRA compensation scorecard was first published in 2017 to promote more transparency with respect to SHRA staff compensation and to provide this information to the president, the Board of Governors of the University of North Carolina System, and the senior leadership of the constituent institutions to support future planning and decision-making on staff compensation issues. This year's review was assembled by the UNC System Office Human Resources Division using SHRA data from the Human Resources Data Mart system as of March 2022.
Assessment:	The SHRA compensation review contains overall average market index data by each institution.
Action:	This item is for information only.



UNC SYSTEM 2021 ANNUAL SHRA COMPENSATION REVIEW

UNC System Human Resources
September 2022

General Background

- The **Annual SHRA Compensation Review** is used to monitor where the University's SHRA employees sit with respect to their assigned market rates under the career banding compensation system
- This career banding compensation system was implemented by the Office of State Human Resources (OSHR) in 2008 and is used for UNC System SHRA employees
- This system is not used for EHRA faculty or non-faculty employees

General Background Continued

- Since 2008, the salary ranges and their market rates have only been occasionally updated by the State, which has caused these rates to fall behind true labor market.
 - In 2012, a 1.2% increase was added to the salary ranges and market rates.
 - In 2014, \$1,000 was added to the salary ranges.
 - In 2017, both a 1.5% increase and a \$1,000 increase was added to the salary ranges.
 - In 2018, a 5.8% increase was added to the salary ranges and all salary range minimums below \$31,200 were increased to \$31,200.

Market Rate and Market Index

- SHRA **Market Rates** are established for each SHRA job title and job level (contributing, journey, and advanced) using relevant market data
- Each market rate is representative of the salary of an employee who is fully performing and functioning at each job classification and level
- The ratio of each individual employee's salary to the established market rate is referred to as the **Market Index**

Calculating Market Index

The division of an employee's salary by the coinciding SHRA market rate creates a market index. The index is expressed as 100% being the target market rate, with 95% being 5% below market, and 105% indicating 5% above market.

TITLE	RANGE MIN	CONTRIBUTING	JOURNEY	ADVANCED	RANGE MAX
Architect	42,314	54,151	65,989	75,831	85,673

The journey market rate for Architects is **\$65,989**.

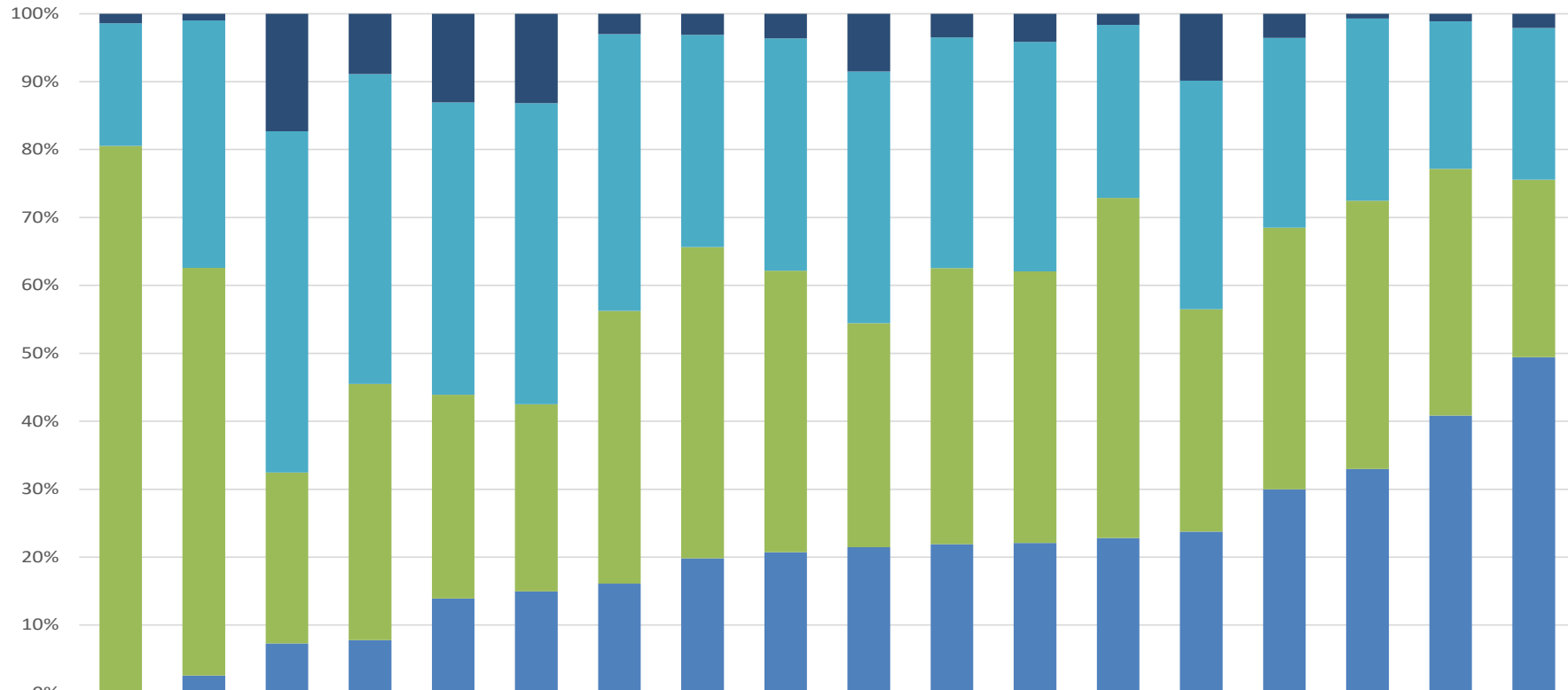
Person A is paid **\$60,000**.

We calculate to identify the distance between \$60,000 and \$65,989.

$$\text{\$60,000} / \text{\$65,989} = 0.90924 \text{ (or, 90.92\%)}$$

Person A is paid **90.92%** of the market rate for journey-level Architects.

SHRA Compensation Review – 2021



■ Less Than 90%

■ 90% to 99.99%

■ 100% to 110%

■ Above 110%

Average Market Index – 2017 vs 2021

	2017	2018	2019	2020	2021	2017 to 2021 Difference	2018 to 2021 Difference	2019 to 2021 Difference	2020 to 2021 Difference
ASU	91.60%	89.90%	89.90%	89.60%	92.25%	0.65%	2.35%	2.35%	2.65%
WCU	89.30%	87.80%	88.10%	89.10%	92.88%	3.58%	5.08%	4.78%	3.78%
UNCA	92.00%	89.30%	90.00%	89.20%	93.68%	1.68%	4.38%	3.68%	4.48%
NCA&T	95.80%	92.60%	92.80%	91.70%	94.67%	-1.13%	2.07%	1.87%	2.97%
NCSSM	97.30%	92.50%	92.30%	93.20%	95.20%	-2.10%	2.70%	2.90%	2.00%
ECU	95.50%	92.90%	92.80%	92.70%	95.15%	-0.35%	2.25%	2.35%	2.45%
ECSU	86.40%	91.10%	92.10%	91.80%	95.89%	9.49%	4.79%	3.79%	4.09%
FSU	95.50%	93.20%	93.60%	93.70%	96.26%	0.76%	3.06%	2.66%	2.56%
UNCP	88.70%	88.60%	91.80%	91.80%	96.36%	7.66%	7.76%	4.56%	4.56%
UNCSA	96.00%	91.60%	94.30%	93.70%	96.62%	0.62%	5.02%	2.32%	2.92%
UNCG	95.10%	93.10%	93.60%	94.00%	96.85%	1.75%	3.75%	3.25%	2.85%
UNCW	95.60%	92.90%	93.50%	93.20%	97.71%	2.11%	4.81%	4.21%	4.51%
NCCU	99.90%	96.90%	96.60%	96.80%	98.06%	-1.84%	1.16%	1.46%	1.26%
UNCC	98.50%	95.40%	95.70%	95.80%	99.07%	0.57%	3.67%	3.37%	3.27%
SysOfc	98.60%	95.10%	96.30%	97.10%	99.86%	1.26%	4.76%	3.56%	2.76%
WSSU	98.70%	96.50%	97.10%	97.50%	100.15%	1.45%	3.65%	3.05%	2.65%
NCSU	99.90%	96.40%	96.90%	96.90%	100.48%	0.58%	4.08%	3.58%	3.58%
UNC-CH	101.90%	98.40%	101.90%	99.00%	102.80%	0.90%	4.40%	0.90%	3.80%



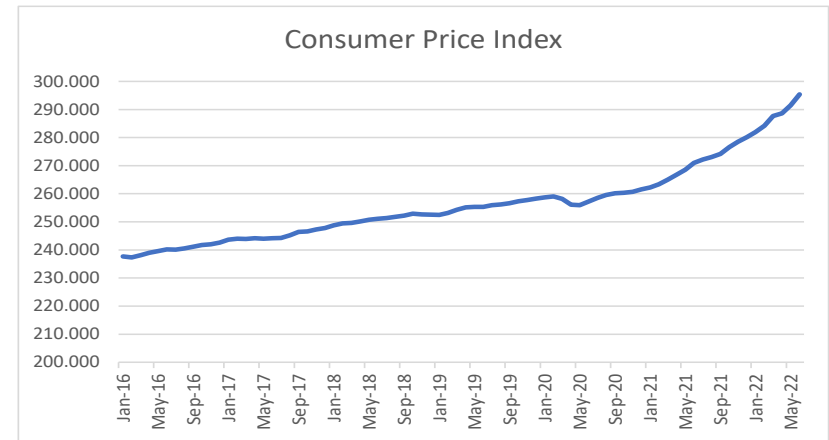
Market Rate Changes From 2017 to 2021

Compared to Consumer Price Index

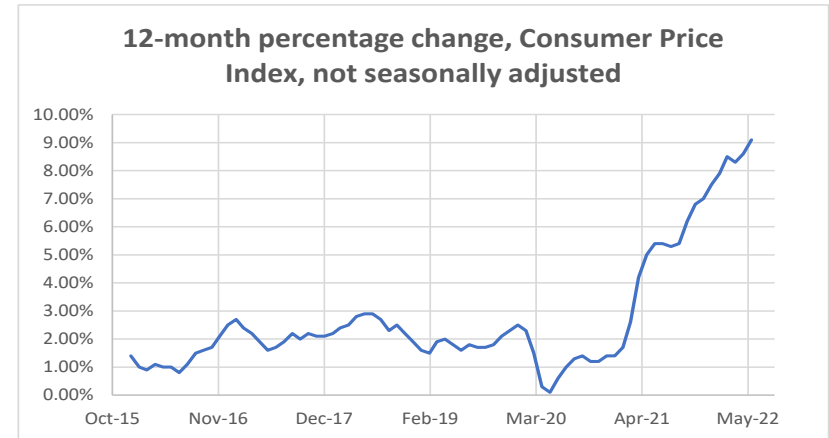
2017 to 2020 Average Market Index
Compared to 2021 Average Market Index

	2017 to 2021 Difference	2018 to 2021 Difference	2019 to 2021 Difference	2020 to 2021 Difference
ASU	0.65%	2.35%	2.35%	2.65%
WCU	3.58%	5.08%	4.78%	3.78%
UNCA	1.68%	4.38%	3.68%	4.48%
NCA&T	-1.13%	2.07%	1.87%	2.97%
NCSSM	-2.10%	2.70%	2.90%	2.00%
ECU	-0.35%	2.25%	2.35%	2.45%
ECSU	9.49%	4.79%	3.79%	4.09%
FSU	0.76%	3.06%	2.66%	2.56%
UNCP	7.66%	7.76%	4.56%	4.56%
UNCSA	0.62%	5.02%	2.32%	2.92%
UNCG	1.75%	3.75%	3.25%	2.85%
UNCW	2.11%	4.81%	4.21%	4.51%
NCCU	-1.84%	1.16%	1.46%	1.26%
UNCC	0.57%	3.67%	3.37%	3.27%
SysOfc	1.26%	4.76%	3.56%	2.76%
WSSU	1.45%	3.65%	3.05%	2.65%
NCSU	0.58%	4.08%	3.58%	3.58%
UNC-CH	0.90%	4.40%	0.90%	3.80%

Consumer Price Index Change Over Time

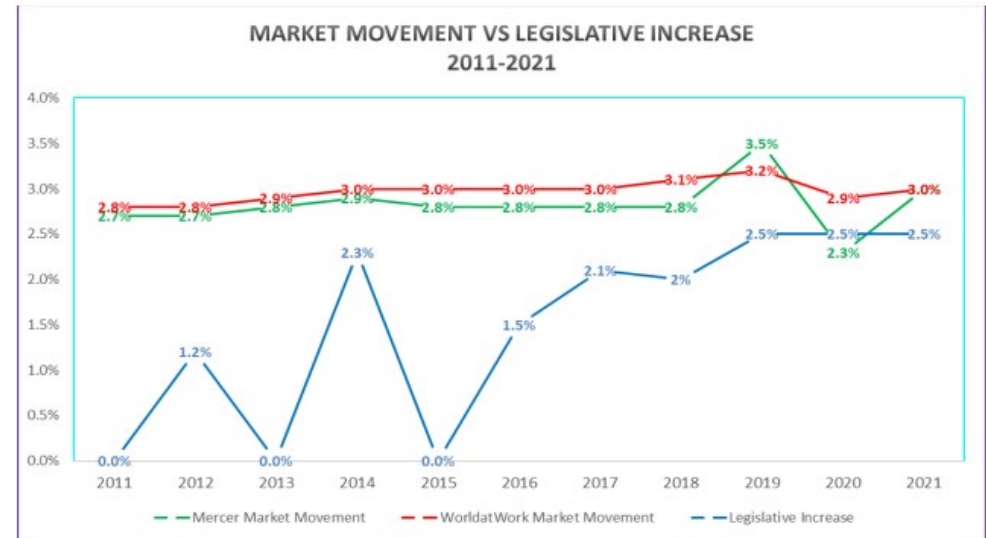


Percentage Difference Between Consumer Price Index and Consumer Price Index 12 Months Prior

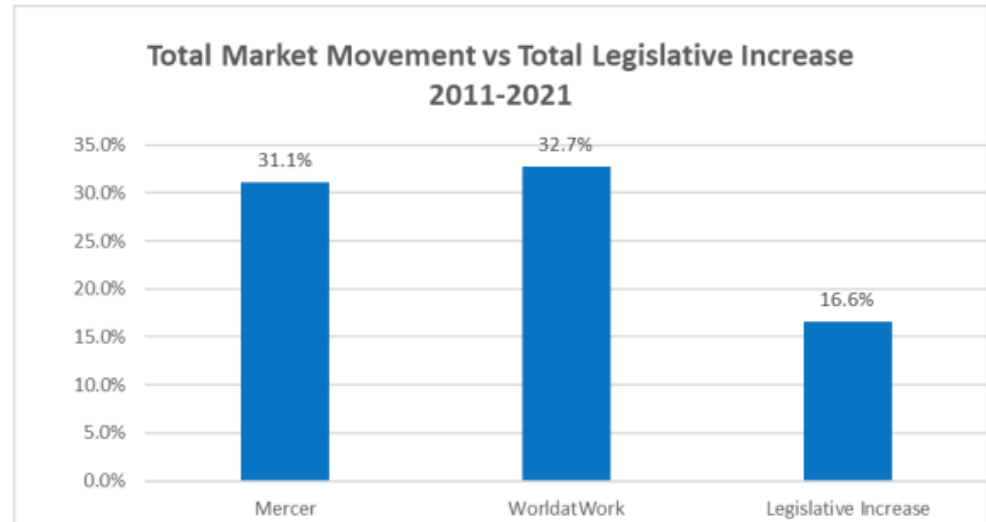


NC Legislative Increase Comparison to Market Movement

Annual Comparison of Market Movement Compared to Legislative Increases

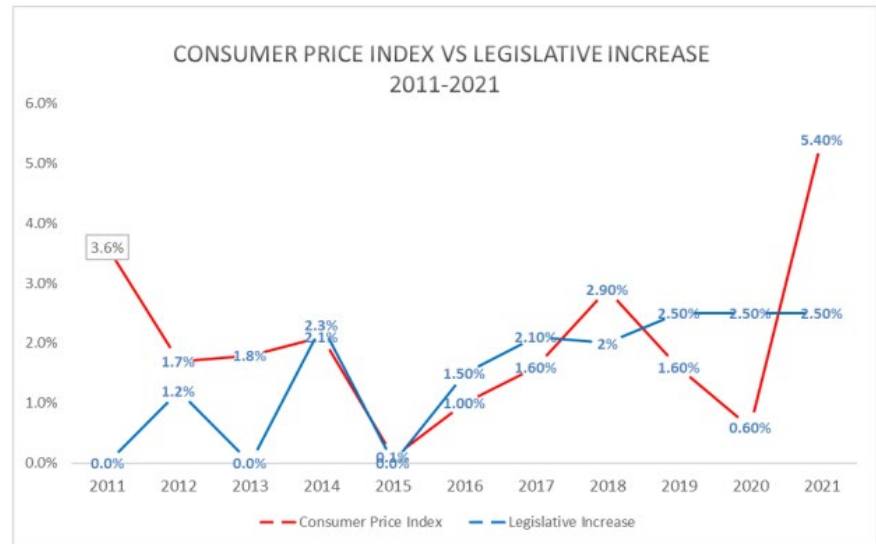


Cumulative Comparison of Market Movement Compared to Legislative Increases



NC Legislative Increase Comparison to CPI

Annual Comparison of CPI Compared to Legislative Increases



Cumulative Comparison of CPI Compared to Legislative Increases



Factors That Impact Salary Setting

FACTOR/IMPACT	EFFECT
Specialized and/or highly competitive sectors	<p>Certain sectors of higher education draw on a more competitive labor market and drive higher market rates:</p> <ul style="list-style-type: none">• Health care and clinical enterprise• Sponsored research enterprise
Geographical and regional factors	<p>Average market indexes can vary significantly given regional economic and labor market factors:</p> <ul style="list-style-type: none">• Lower market demand in mountain regions and the eastern part of the state, given a smaller concentration of large employers; although in these regions, consideration must also be given to challenges in recruiting talent to less populated parts of the State and in some cases steadily increased costs of living• Higher labor market demand in more urban centers like Raleigh/Durham/RTP and Charlotte, given a concentration of other large public and private sector employers

Factors That Impact Salary Setting (continued)

FACTOR/IMPACT	EFFECT
Highly specialized and/or high demand occupations	Typically higher market rates for information technology, engineers, and skilled trades such as high voltage, electricians, plumbers, and HVAC
Market rate stagnation	Market rates have remained nearly stagnant since the 2008 implementation, creating some compression near the 100% mark
Budgetary Resources	Constituent institutions do not have equal access to funding resources. Some institutions rely heavily on State funds and others are able to leverage significant non-State sources to fund pay improvements to move employees toward and beyond the market rate



MEETING OF THE BOARD OF GOVERNORS
Committee on University Personnel
September 21, 2022

AGENDA ITEM

A-5. 2021-22 Annual Report of the Committee on University Personnel.....Darryl Bass

- Situation:** Each standing committee submits an annual report of its activities to the Board of Governors of the University of North Carolina System.
- Background:** Pursuant to Section 302 E of *The Code*, "Each standing committee shall make a written report to the Board of Governors at least annually, reviewing the work of the committee during the preceding year."
- Assessment:** The annual report on the activities of the Committee on University Personnel for fiscal year 2021-22 is ready for review and submission.
- Action:** This item requires a vote by the committee to accept the report for submission to the Board.

DUTIES AND MEMBERSHIP

The major responsibilities of the Committee on University Personnel are: (1) to make recommendations to the Board of Governors of the University of North Carolina System on all personnel actions under the jurisdiction of the Board; (2) to review *The Code* and institutional policies and regulations regarding tenure and dismissal; (3) to act on compensation matters that exceed prescribed thresholds; (4) to consult with the president on compensation matters for the president's direct reports, chancellors, and the CEOs of UNC Health Care and PBS North Carolina; and (5) to act on new or modified policies regarding human resources-related matters.

Board members who served on the committee during the fiscal year July 1, 2020, through June 30, 2021, were Kellie Hunt Blue, W. Louis Bissette, Jr., C. Philip Byers, Carolyn Coward, John Fraley, Reginald Ronald Holley, and Art Pope. The committee officers were Ms. Blue as chair, Mr. Holley as vice chair, and Mr. Pope as secretary. Chancellors Johnson Akinleye, Harold Martin, and Jose Sartarelli served as chancellor representatives to the committee.

ACTIONS

The committee met in seven regular or special meetings between July 1, 2020, and June 30, 2021. The major actions of the committee and matters presented to the committee are summarized below.

Human Resources Actions

Salary Pre-Authorizations: The committee reviewed and pre-authorized 29 salary requests for System employees exempt from the State Personnel Act (EHRA).

Delegated Salary Actions: The committee also received informational reports on 73 EHRA Faculty and 168 EHRA Non-Faculty salary requests approved by the UNC System Office under authority delegated to the president or his designee.

Annual Raise Process: In September 2021 and May 2022, acting on the committee's recommendation, the Board delegated to the president the necessary authority to implement the legislative salary adjustments anticipated to be provided for in the Appropriations Act of 2021 and the Appropriations Act of 2022. The president then developed guidelines for an annual raise process for employees.

Campus Law Enforcement Transition to EHRA Status: In May 2022, the Board voted to delegate authority to the president to issue regulations allowing specific commissioned System police officers to retain select provisions of SHRA human resources policies after transitioning to EHRA non-faculty status.

Chancellor Searches: The committee was periodically apprised of the status of chancellor search for University of North Carolina Wilmington. Once concluded, a recommended candidate was brought before the committee before being forwarded to the full Board for a final vote. In May 2022, Dr. Aswani Volety was selected as the chancellor of UNCW.

COVID-19 Updates: The committee was given periodic updates to the UNC System's response to the COVID-19 pandemic with respect to workplace and workforce impacts. Topics shared with the committee included special work and leave provisions, incorporating mandatory employee designations, and COVID-19 related paid administrative leave provisions.

Early Retirement Incentive Program: After receiving legislative authority to authorize the adoption of an early retirement incentive program, the Board voted in September 2021 to delegate authority to the president to establish and implement such a program.

Employee Engagement Metrics: In May 2022, the committee was presented with preliminary analysis of the latest System-wide employee engagement survey results. In general, 2022 survey participation decreased, while overall positive survey responses increased compared to the survey conducted in 2020.

Non-Base Salary Compensation Delegation: In May 2022, the Board voted to authorize the delegation of authority to the president to establish regulations permitting non-base salary compensation for EHRA employees. This allowed options such as sign-on bonuses, retention bonuses, and performance-based bonus compensation, within prescribed limits.

Optional Retirement Program: In November 2021, the Board voted to grant authority to the president and his designees to execute the required documents to enter Collective Investment trust to lower the investment fees charged to university employees through the Optional Retirement Program.

Policy Manual Revisions: In February 2022, the committee reviewed proposed revisions to Section 200.6 of the UNC Policy Manual, *Policy on Delegation of Authority to the President*, and Section 600.3.4 of the UNC Policy Manual, *Policy on Granting Management Flexibility to Appoint and Fix Compensation*. The proposed revisions increased delegations of authority to the president and boards of trustees for various EHRA compensation actions. In April 2022, the Board voted to approve these revisions via the consent agenda.

Policy Manual Technical Corrections: In January 2022, the committee discussed technical corrections made to the UNC Policy manual to address recent statutory changes that extended EHRA non-faculty status to IT professionals, commissioned police officers, and audit, business, and financial professionals.

Salary Increase Metrics: Given the COVID-19 event, the committee was provided frequent informational reports on all salary increase activity subject to approval by the president. These reports compared activity approved under the president's delegated authority each period compared to the equivalent timeframe of the year before.

Senior Administrative Officer and Senior Athletic Employee Retirement Programs: In April 2022, the Board voted to expand eligibility for the existing Senior Administrative Officer Retirement Program to other campus and System Office senior administrators, as well as to delegate increased authorities to the president for administration of the program as well as a similar plan that serves selected head coaches and athletic directors.

Turnover Metrics: In April 2022, the committee was presented with four years of detailed System-wide turnover data, with a specific focus on data following the summer of 2021. In general, voluntary turnover had been at or below relevant benchmarks for higher education institutions. Beginning in the summer of 2021, a little over a year after the beginning of the pandemic, the University's employee turnover rates increased drastically and continued to remain elevated through the time of the presentation of the report.

Tutorials: The committee was presented with periodic tutorials on matters such as athletic contracts, Carnegie classifications, the constituent institution peer setting process, and employee compensation.

Academic Affairs Actions

Faculty Recruitment and Retention Fund: This fund was established by the General Assembly in 2006 to be used to recruit and retain key tenured and tenure-track faculty. At committee meetings throughout the year, Dr. Kimberly van Noort apprised committee members on the status and utilization of this fund.

Performance Review of Tenured Faculty: The committee received the Performance Review of Tenured Faculty from fiscal year 2019-20. Of the 548 tenured faculty reviewed, 21 were deemed deficient.

Tenure Conferrals: Academic Affairs reported on 28 tenure conferrals or promotions from campuses that lack management flexibility.