

February 25, 2026
15 minutes after the adjournment of the Joint Committee Meeting
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Room 1809
Raleigh, NC 27603

AGENDA

OPEN SESSION

- A-1. Approval of the Open Session Minutes of November 19, 2025 Carolyn Coward
- A-2. Employee Turnover..... Shelby Bass
- A-3. Shared Services UpdateShelby Bass, Maurice Ferrell, and Brian Usischon

CLOSED SESSION

- A-4. Approval of the Closed Session Minutes of November 19, 2025 Carolyn Coward
- A-5. Executive Personnel Action Peter Hans

OPEN SESSION

- A-6. Adjourn

Additional Information Available:

Workforce Report

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

November 19, 2025 at 11:15 a.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Room 1809
Raleigh, NC 27603

This meeting of the Committee on University Personnel was presided over by Chair Carolyn Coward. The following committee members, constituting a quorum, were present either in person or via videoconference: Woody White, Swadesh Chatterjee, and Kellie Hunt Blue.

Chancellor participating was Sharon Gaber.

Alan Porch, chair of the UNC Staff Assembly, and Wade Maki, chair of the UNC Faculty Assembly, were also in attendance.

Staff members present included Thomas Walker, Mary Griffin Riggins, and others from the University of North Carolina System Office.

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

The chair called the meeting to order at 11:26 a.m. on Wednesday, November 19, 2025, and reminded all committee members of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflicts of interest. The chair asked if there were any conflicts or appearances of conflicts with respect to any matter coming before the committee. No members identified any conflicts at the time. The minutes from the September 17, 2025, meeting were approved by unanimous consent.

2. Proposed Policy Revisions to Section 300.2.22 of the UNC Policy Manual, *Leave Programs for Faculty and Staff Exempt from the North Carolina Human Resources Act* (Item A-2)

The committee reviewed proposed revisions to Section 300.2.22 of the UNC Policy Manual, *Leave Programs for Faculty and Staff Exempt from the North Carolina Human Resources Act*.

MOTION: Resolved, that the Committee on University Personnel approve the proposed changes to Chapter 300 of the UNC Policy Manual and submit the changes to be voted on through the January consent agenda.

Motion: Kellie Hunt Blue
Motion Carried

3. Proposed Policy Revisions to Section 300.2.14 of the UNC Policy Manual, *Policy on Non-Salary and Deferred Compensation* (Item A-3)

The committee reviewed proposed revisions to Section 300.2.14 of the UNC Policy Manual, *Policy on Non-Salary and Deferred Compensation*.

MOTION: Resolved, that the Committee on University Personnel approve the proposed changes to Chapter 300 of the UNC Policy Manual and submit the changes to be voted on through the January consent agenda.

Motion: Kellie Hunt Blue

Motion Carried

4. 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, or not considered a public record within the meaning of Chapter 132 of the General Statutes [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 [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 [G.S. 143-318.11(a)(6)].

Motion: Woody White

Motion carried

THE MEETING MOVED INTO CLOSED SESSION AT 11:32 A.M.

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

THE MEETING RESUMED IN OPEN SESSION AT 11:47 A.M.

There being no further business and without objection, the meeting adjourned at 11:47 a.m.

Swadesh Chatterjee, Secretary

AGENDA ITEM

A-2. Employee Turnover Shelby Bass

Situation: A review of voluntary turnover rates for faculty and staff over the past six years.**Background:** Human Resources collects employment separation information through the Human Resources DataMart (HRDM). Voluntary turnover is employee-driven separations excluding retirements, death, and disability. Transfers within an institution are not considered a separation for the purposes of calculating turnover rates. The rate is defined as the number of separations in a 12-month period divided by the average employee population for those 12 months.**Assessment:** Over the past 12 to 18 months, voluntary turnover rates have largely returned to pre-COVID levels at nine percent for staff and 3.5 percent for faculty. The highest turnover rates, as normally expected, are among employees who are under age 30, employees who are within their first five years of service, and/or employees who have a base salary below \$50,000. This includes the staff positions with the highest turnover rates — research and health technical/paraprofessional classifications. For faculty, the highest voluntary turnover over the past fiscal year has been in health-related fields. Overall, university voluntary turnover rates are stable, below national benchmark data from the College and University Personnel Association for Human Resources (CUPA-HR) and concentrated in predictable roles and demographics.**Action:** This item is for information only.



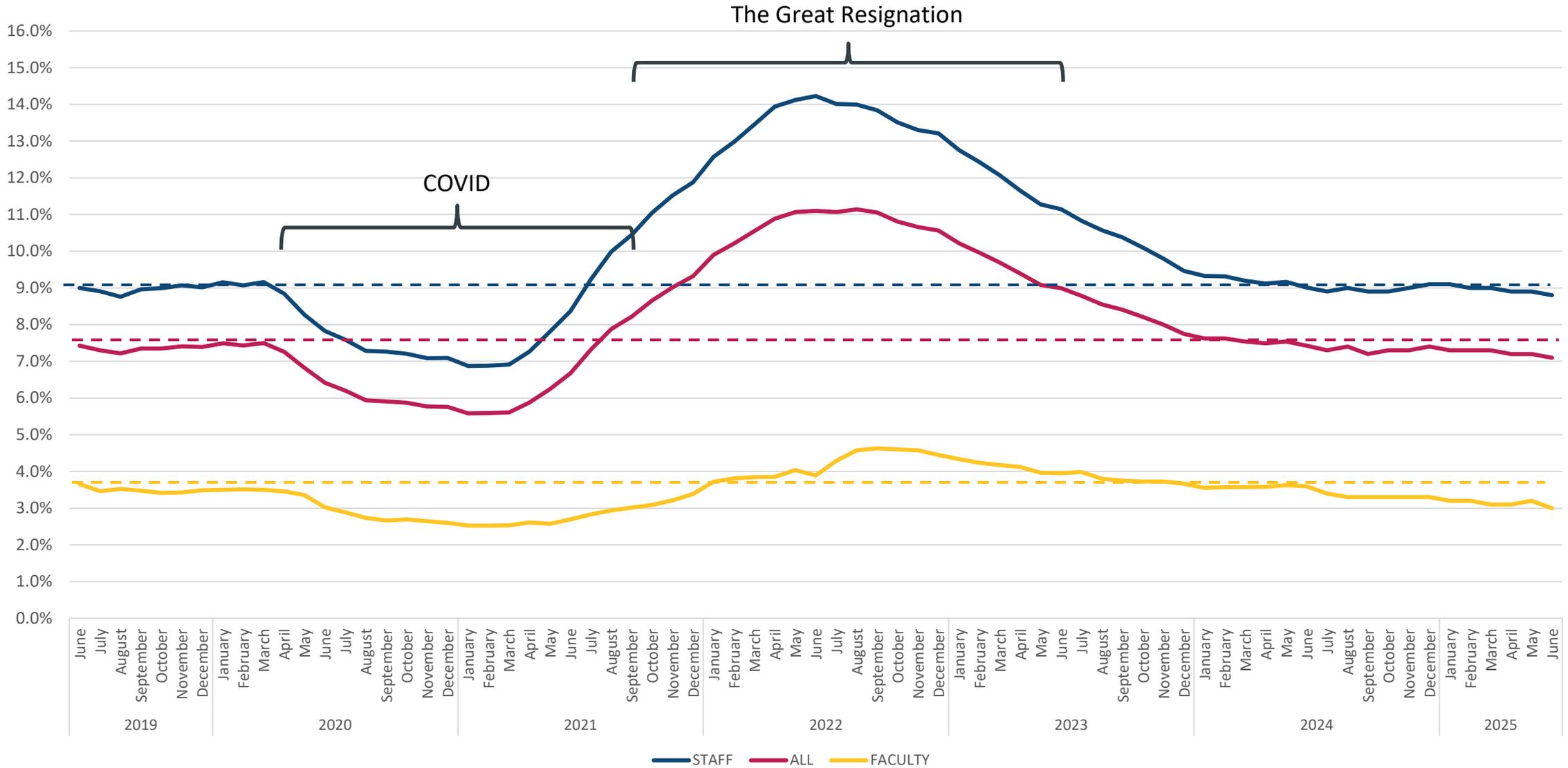
Employee Turnover Rates

Presented to

UNC Board of Governors Committee on University Personnel

February 25, 2026

Voluntary Turnover



Voluntary Turnover Rates Compared to Benchmark

STAFF	UNC SYSTEM	CUPA BENCHMARK	DIFFERENCE
2019	9.0	10.1	-1.1
2020	7.2	9.0	-1.8
2021	11.1	11.9	-0.8
2022	13.5	14.7	-1.2
2023	10.1	12.3	-2.2
2024	8.9	11.0	-2.5

FACULTY	UNC SYSTEM	CUPA BENCHMARK	DIFFERENCE
2019	3.4	5.0	-1.6
2020	2.7	4.3	-1.6
2021	3.1	4.1	-1.0
2022	4.6	5.9	-1.3
2023	3.7	5.4	-1.7
2024	3.3	5.0	-1.7

- The CUPA benchmark is an average for reporting institutions (Public Institutions Masters/Ph.D.).
- CUPA uses an annual reporting cycle of November 1 through October 31.
- UNC System data in this chart matches that cycle, not the fiscal year.

Voluntary Turnover Rates

Staff - Salary	FY 2019	FY 2025
\$25K-\$50K	10.3%	13.0%
\$50K-\$75K	8.3%	8.3%
\$75K & Above	6.0%	5.6%

Staff - State Service	FY 2019	FY 2025
<5 years	14.4%	14.5%
5-14 years	7.3%	6.9%
15+ years	2.3%	2.2%

Staff - Age Range	FY 2019	FY 2025
<30	19.3%	16.8%
30-39	12.4%	11.6%
40-49	6.8%	6.8%
50-59	5.0%	5.0%
60+	2.9%	3.4%

Staff - JCAT Category	FY 2019	FY 2025	<i>n</i>
Athletic Affairs Professionals	18.4%	18.6%	928
Environment Technicians	17.8%	16.4%	274
Research/Lab Technicians	12.6%	14.6%	1,687
Health Science Technicians	10.8%	12.9%	675
Health Science Professionals	12.7%	12.9%	597
External Affairs/Communication	9.8%	10.8%	1,356
Maintenance Staff	7.0%	10.1%	3,844
Student Affairs Professionals	13.7%	10.0%	2,045

Faculty - Tenure Status	FY 2019	FY 2025
Permanent Tenure	1.9%	1.9%
Not Tenured but on Tenure Track	5.1%	3.5%
Not on a Tenure Track	5.1%	4.1%

Questions?



Human Resources Update Employee Turnover Rates

Presented to

UNC Board of Governors Committee on University Personnel

February 25, 2026

AGENDA ITEM

A-3. Shared Services Update..... Shelby Bass, Maurice Ferrell, and Brian Usischon

Situation: The University of North Carolina System is proactively advancing operational efficiency to respond to a shifting fiscal environment. This presentation outlines shared service expansions aimed at controlling costs while maintaining academic excellence and institutional strength.

Background: Recognizing rising expectations and tighter resources for public institutions, the UNC System has initiated, expanded, and scaled targeted reforms to modernize operations, reduce fixed costs, and create scalable service models. These efforts have already generated significant recurring annual savings while strengthening institutional resilience.

Specifically, we have been scaling shared services in key administrative areas including:

- Human Resources: centralizing payroll and benefits administration, functions that are highly standardized across institutions and ideal for scalable service delivery.
- Advancement Services: sharing specialized talent for customer relationship management support, prospect research, and gift planning to provide expert fundraising capabilities across institutions that may not have the capacity to independently staff these roles.
- Information Technology: building a shared IT services framework to streamline procurement, security, infrastructure support, and user services.

Assessment: These initiatives have yielded measurable financial savings, reduced duplicative efforts, enabled staffing efficiencies at our institutions, improved service quality, and positioned institutions for more sustainable financial and operational performance.

Action: This item is for discussion only.



Shared Service Update

Presented to

UNC Board of Governors Committee on University Personnel

February 25, 2026

Shared Advancement Services

- **FY 25 Support and Focus**

- Over 3,100 total hours of direct campus support in FY25 delivered across three services (Prospect Development, Gift Planning, and CRM Support)

- **Systemwide cost impact**

- Estimated systemwide cost avoidance vs. outsourcing:

~45% savings

- Savings driven by lower SAS cost basis plus continuity and ability to fill staffing gaps
- Note: Shared system activities (event and meeting planning, benchmarking, gift planning LLC administration) are excluded from this calculation, so total value is understated.

FY26 New SAS Pilot Service

Centralized Grant Services

- Strategy, writing, tracking, and stewardship
- Partnering with institution advancement teams to identify foundation and corporate opportunities, support proposal development, and strengthen institution competitiveness for external funding

HR Shared Services FY26 Overview

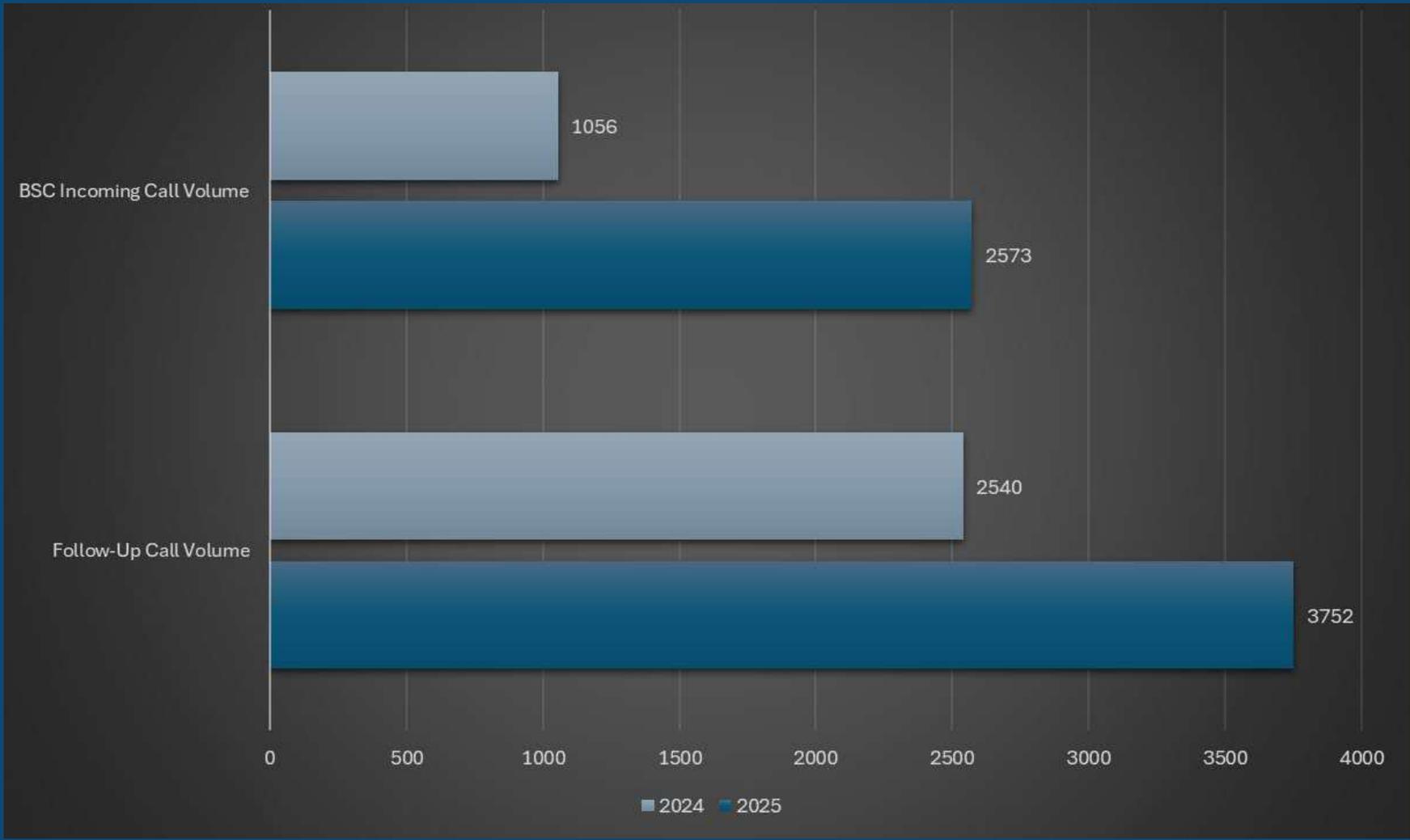
- **FY 26 Support and Focus**

- Expansion of the Benefit Service Center — by fiscal year end we will be serving **11 institutions/entities** and over **11,983 employees**
- Expansion of the UNC Payroll Shared Service Center to a **Fully Managed Payroll Center** with four institutions completed in FY26

- **Campus impact**

- Benefit Service Center results in an average reduction in staff of 36%
- Fully Managed Payroll Center results in an average reduction of staff of 66%

Benefit Service Center (BCS) Call Volume



IT Shared Services

- Centralized Learning Management Contract
 - All schools will be on the same platform by 2027
 - Community college and K12 systems will also use this platform
 - Net savings of approximately **\$8 million** over the next 10 years
- ERP Shared Services
 - **3 institutions** are being onboarded
 - Developing a strategy on a common Technology Platform that will provide **standardizations and efficiencies.**

QUESTIONS?

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