

September 5, 2017 at 1:00 p.m.
University of North Carolina General Administration
Spangler Center, Executive Conference Room
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. [Award for Excellence in Teaching/Final Use of Funds Report](#)Kimberly van Noort
- A-2. Committee on Personnel and Tenure OrientationR. Doyle Parrish
 - a. Overview of tenureKimberly van Noort
 - b. Salary pre-approval and consultation thresholds.....Matthew Brody
 - c. Faculty appeals Joanna Carey Cleveland
- A-3. General Updates.....Matthew Brody
 - a. EHRA Annual Raise Process
 - b. Senior Officer Salary Range Updates (does not impact President or Chancellors)
 - c. HR Metrics Updates Including Employee Engagement Survey
- A-4. [Report Deregulation – Updates to the UNC Policy Manual](#) Chris Chiron
- A-5. [Amendments to Section 600.3.4 of the UNC Policy Manual \(“Granting of Management Flexibility to Appoint and Fix Compensation”\)](#) Chris Chiron
- A-6. [Informational Report: Faculty Recruitment and Retention Fund Utilization under Delegated Authority to the President](#)Matthew Brody
- A-7. [Informational Report: New UNC General Administration Appointments under Delegated Authority to the President](#).....Matthew Brody
- A-8. [Informational Report: UNC System Tenure Approvals under Delegated Authority to the President](#)Matthew Brody
- A-9. [Informational Item: Changes to UNC SAAO Salary Range Groupings \(UNC-Pembroke, Fayetteville State University\)](#)Matthew Brody
- A-10. AdjournR. Doyle Parrish

ADDITIONAL INFORMATION AVAILABLE

- A-1. [Appendices to Award for Excellence in Teaching/Final Use Report](#)

AGENDA ITEM

A-1. Award for Excellence in Teaching/Final Use of Funds ReportKimberly van Noort

Situation: The Personnel and Tenure Committee of the Board of Governors receives an annual use of funds report for the Board of Governors Award for Excellence in Teaching.

Background: The Board of Governors Award for Excellence in Teaching was established in 1993. All 17 constituent institutions participate.

Assessment: The attached documentation provides additional information related to the use of funds provided to campuses for the Excellence in Teaching Awards program.

Action: This item is for information only.

BOARD OF GOVERNORS AWARDS FOR EXCELLENCE IN TEACHING 2017 USE OF FUNDS SUMMARY REPORT

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
ASU	Dr. Leslie Bradbury	Associate Professor	Curriculum & Instruction	1,000.00
	Dr. Marie Hoepfl	Professor/Graduate Coord.	Sustainable Technology	1,000.00
	Dr. Vicky Klima	Professor	Mathematical Science	1,000.00
	Dr. Cynthia Liukus-Pierce	Associate Professor	Geology	1,500.00
	Dr. J. Scott Townsend	Professor/Physical Ed Program Director	Recreation Mgmt and Phy Ed	1,000.00
	Dr. Saskia van de Gevel	Associate Professor	Geography & Planning	1,000.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL ASU FUNDS AWARDED	6,500.00
ECU	Brian Cavanaugh	Teaching Instructor	Health Education and Promotion	1,000.00
	Joy A. Shepard	Clinical Assistant Professor	Baccalaureate Nursing	1,000.00
	Rose Sinicrope	Associate Professor	Mathematics, Science, and Instructional Technology Education	1,000.00
	Richard Taylor	Associate Professor	English	1,000.00
	Christina Tschida	Assistant Professor	Elementary Education and Middle Grades Education	1,000.00
	Sergiy Vilkomir	Associate Professor	Computer Science	1,000.00
			Plaques	500.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL ECU FUNDS AWARDED	6,500.00
ECSU	Kingsley Nwala	Professor	Business and Economics	3,500.00
	Xiaoli Yuan	Professor	Business and Economics	2,000.00
	Charles Reed	Associate Professor	Social and Behavioral Sciences	2,000.00
	Akbar Eslami	Professor	Technology	2,000.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	0.00
			TOTAL ECSU FUNDS AWARDED	9,500.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
FSU	Catherine Barrett	Assistant Professor	MGSSS	1,807.35
	Paul Boaheng	Assistant Professor	Government & History	1,204.90
	Perry Gillespie	Assistant Professor	Math & Computer Sciences	602.45
	Shubo Han	Professor	Chemistry & Physics	602.45
	Lenora Hayes	Assistant Professor	Communications	602.45
	Brian Phillips	Assistant Professor	Elementary Education	602.45
	Chuck Tryon	Associate Professor	English	602.45
	Heather Griffith	Associate Professor	Sociology	5,422.05
			PLAQUES	55.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	2,001.55
			TOTAL FSU CAMPUS FUNDS AWARDED	11,501.55
NCA&T	Lisa Owens-Jackson	Associate Professor	Accounting	1,000.00
	Nicholas Luke	Associate Professor	Mathematics	1,000.00
	Linda Callahan	Professor	Journalism and Mass Communications	1,000.00
	Chastity English	Associate Professor	Agribusiness, Applied Economics and Agriscience Education	1,000.00
	Teresa Dail	Associate Professor	Human Performance and Leisure Studies	1,000.00
	Choongseok Park	Assistant Professor	Mathematics	1,000.00
	Devona Dixon	Assistant Professor	Family and Consumer Sciences	1,000.00
			Award plaque	500.00
			STATE FUNDS	7,500.00
			CAMPUS FUNDS	0.00
			TOTAL NCA&T FUNDS AWARDED	7,500.00
NCCU	Jarvis Hargrove	Assistant Professor	History	3,166.00
	Shauntae White	Associate Professor	Mass Communication	3,166.00
	Carolyn Fulford	Assistant Professor	Language and Literature	3,166.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	0.00
			TOTAL NCCU FUNDS UNSPENT	2.00
			TOTAL NCCU FUNDS AWARDED	9,498.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
NCSU	Gary B. Blank	Professor	Forestry and Environmental Resources	650.00
	Gregory D. Buckner	Professor	Mechanical and Aerospace Engineering	650.00
	John W. Carroll	Professor	Philosophy and Religious Studies	650.00
	David H. Henard	Professor	Business Management	650.00
	Karen F. Hollebrands	Professor	STEM Education	650.00
	Bong Il Jin	Professor	Graphic Design and Industrial Design	650.00
	Gary E. Moore	Professor	Agricultural and Human Sciences	650.00
	Maria T. Oliver-Hoyo	Professor	Chemistry	650.00
	Melissa A. Pasquinelli	Professor	Textile Engineering, Chemistry and Science	650.00
	Dominick L. Ali	Graduate Teaching Assistant	Chemistry	200.00
	Jenna M. Armstrong	Graduate Teaching Assistant	Psychology	200.00
	Michelle L. Nugent	Graduate Teaching Assistant	Biological Sciences	200.00
	Cara R. Pace	Graduate Teaching Assistant	Crop and Soil Sciences	50.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	0.00
			TOTAL NCSU FUNDS AWARDED	6,500.00
UNCA	Patrick Foo	Associate Professor	Psychology	2,500.00
	Lora Holland	Associate Professor	Classics	1,750.00
	Herman Holt	Associate Professor	Chemistry	1,750.00
	Lyndi Hewitt	Assistant Professor	Sociology & Anthropology	1,750.00
	Amanda Wolfe	Assistant Professor	Chemistry	1,750.00
	Sara Chrystal Cook	Lecturer	Humanities Program	1,750.00
			STATE FUNDS	11,250.00
			CAMPUS FUNDS	1,750.00
			TOTAL UNCA FUNDS AWARDED	13,000.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
UNC-CH	Bryan Rayala	Professor	Department of Family Medicine	5,000.00
	Marilyn Ghezzi	Professor	School of Social Work	5,000.00
	Jaime Arguello	Professor	School of Information and Library Science	5,000.00
	Gavin Smith	Professor	Department of City and Regional Planning	5,000.00
STATE FUNDS				6,500.00
CAMPUS FUNDS				13,500.00
TOTAL UNC-CH FUNDS AWARDED				20,000.00
UNCC	Susan Arthur	Associate Professor	Kinesiology	300.00
	Elena Platonova	Associate Professor	Public Health Sciences	300.00
	Kathleen Jordan	Clinical Assistant Professor	School of Nursing	300.00
	Ashley Bryan	Part-Time Faculty	Religious Studies	650.00
	Nishi Bryska	Lecturer	Biology	650.00
	Amy Good	Associate Professor	Reading & Elementary Education	1,000.00
	Waichao Wang	Associate Professor	Software Information Systems	250.00
	Mohsen Dorodchi	Teaching Assoc Prof	Computer Science	250.00
	Jing Yang	Professor	Computer Science	250.00
	Thomas Kitrick	Adjunct Professor	Software Information Systems	250.00
	Jeffrey Murphy	Associate Professor	Art & Art History	1,000.00
	n/a	Department	English	1,300.00
STATE FUNDS				6,500.00
CAMPUS FUNDS				0.00
TOTAL UNCC FUNDS AWARDED				6,500.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
UNCG	Trisha Kemerly	Lecturer	Consumer Apparel & Retail Studies	1,000.00
	Jiyoung Hwang	Assistant Professor	Marketing, Entrepreneurship, Hospitality & Tourism	1,000.00
	Larry Taube	Associate Professor	Information Systems & Supply Chain Management	1,000.00
	Malcolm Schug	Associate Professor	Biology	1,000.00
	Silvia Bettez	Associate Professor	Educational Leadership & Cultural Foundations	1,000.00
	Christopher Kepley	Associate Professor	Nanoscience	500.00
	Michael Perko	Professor	Public Health Education	1,000.00
	Lori Hubbard	Clinical Instructor	Family & Community Nursing	1,000.00
	Robert Wells	Associate Professor	School of Music	1,000.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	2,000.00
			TOTAL UNCG FUNDS AWARDED	8,500.00
UNCP	Terrence Dollard	Associate Professor	Mass Communications	1,750.00
	Scott Hicks	Associate Professor	English Theatre and Foreign Languages	1,750.00
	Eun Hee Jeon	Assistant Professor	English Theatre and Foreign Languages	1,750.00
	Jennifer Johnson	Assistant Professor	Nursing	1,750.00
	Carla Rokes	Associate Professor	Art	1,750.00
	Judith Paparozzi	Part-Time Associate Professor	Sociology and Criminal Justice	750.00
			STATE FUNDS	9,500.00
			CAMPUS FUNDS	0.00
			TOTAL UNCP FUNDS AWARDED	9,500.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
UNCW	Carrie Clements	Professor	College of Arts and Sciences / Department of Psychology	1,500.00
	Carrie Clements	Professor	College of Arts and Sciences / Department of Psychology	5,000.00
	Jessica Magnus	Professor	Cameron School of Business/ Department of Management	5,000.00
	Julian Keith	Professor	College of Arts and Sciences / Department of Psychology	5,000.00
	Steven Elliott	Associate Professor	College of Health & Human Services/School of Health and Applied Human Sciences	5,000.00
	Jeffery Hill	Professor	College of Arts and Sciences / Department of Environmental Studies	5,000.00
	Scott James	Associate Professor	College of Arts and Sciences / Department of Philosophy and Religion	1,000.00
	Lynn Mollenauer	Associate Professor	College of Arts and Sciences / Department of History	1,000.00
	Brian Kinard	Associate Professor	Cameron School of Business/ Department of Marketing	1,000.00
	Wayland Tseh	Associate Professor	College of Health & Applied Human Services/School of Health and Applied Human Sciences	1,000.00
	Jeanne Swarfford	Associate Professor	Watson College of Education / Department of Early Childhood, Elementary, Middle Level, Literacy and Special Education	1,000.00
	Amy Long	Lecturer	College of Arts and Sciences / Department of Environmental Studies	750.00
	Babette Boyd	Lecturer	College of Arts and Sciences / Department of Sociology and Criminology	750.00
	Patricia White	Lecturer	College of Health & Human Services/School of Nursing	750.00
	N. Francis	Graduate TA	College of Health & Human Services/School of Health and Applied Human Sciences	250.00
	E. Alonso	Graduate TA	College of Arts and Sciences / Department of World Languages and Cultures	250.00
	J. Bircher	Graduate TA	College of Arts and Sciences / Department of English	250.00
	B. James	Graduate TA	and Statistics	250.00
	M. Recchia	Graduate TA	College of Arts and Sciences / Center for Marine Science	250.00
			STATE FUNDS	6,500.00
			CAMPUS FUNDS	28,500.00
			TOTAL UNCW FUNDS AWARDED	35,000.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
UNCSA	Glenn Siebert	Associate Professor	Music	2,500.00
	Michael Rothkopf	Professor	Music	2,500.00
	Renata Jackson	Associate Professor	Filmmaking	2,500.00
	Jill Lane	Instructor	High School Academic Program	2,500.00
	Zachary Stevenson	Associate Professor	Design & Production	2,500.00
STATE FUNDS				9,500.00
CAMPUS FUNDS				3,000.00
TOTAL UNCSA FUNDS AWARDED				12,500.00
WCU	Andrew Bobilya	Associate	Human Services	500.00
	Kelly Kelley	Assistant	School of Teaching and Learning	1,000.00
	Joseph Mathews	Instructor	Biology	1,000.00
	Aubrey Ray	Instructor	Teaching and Learning	1,500.00
	Peter Tay	Associate	School of Engineering + Technology	1,000.00
	Kelly Tracy	Assistant	School of Teaching and Learning	500.00
	Bruce Tyler	Assistant	Entrepreneurship, Sales & Marketing, Hospitality and Tourism	1,000.00
	Denise Wilfong	Associate	Health Sciences	1,000.00
STATE FUNDS				6,500.00
CAMPUS FUNDS				1,000.00
TOTAL WCU FUNDS AWARDED				7,500.00
WSSU	NONE	STATE FUNDS		9,500.00
		CAMPUS FUNDS		0.00
		TOTAL WSSU UNSPENT		9,500.00
		TOTAL WSSU FUNDS AWARDED		0.00

CAMPUS	AWARD RECIPIENT	TITLE	DEPARTMENT	AMOUNT OF AWARD
NCSSM	Jackie Bondell	Instructor	Physics / Science	2,500.00
	Julie Graves	Instructor	Mathematics	2,500.00
	Martha Regalis	Instructor	Humanities	1,125.00
	Joe LoBuglio	Instructor	Engineering & Tech	1,125.00
	Katie Moulder	Instructor	Humanities	1,125.00
	Gina Burger	Counselor	Counseling Services	1,125.00
STATE FUNDS				9,500.00
CAMPUS FUNDS				0.00
TOTAL NCSSM FUNDS AWARDED				9,500.00
STATE FUNDS AVAILABLE				137,250.00
STATE FUNDS UNSPENT				9,502.00
STATE FUNDS EXPENDED				127,748.00
ADDITIONAL CAMPUS FUNDS EXPENDED				51,751.55
2017 GRAND TOTAL AWARDS				179,499.55

AGENDA ITEM

A-4. Report Deregulation – Updates to the UNC Policy Manual..... Chris Chiron

Situation: The UNC Policy Manual imposes reporting and data collection requirements on the University and its constituent institutions. While some of the reporting requirements are essential, many others have accumulated over a period of years, and no longer provide information that is necessary for business and performance analysis. In addition, the reporting and data collection requirements are scattered throughout the policy manual, making it difficult for institutions to comply with the requirements in an effective and efficient manner.

Background: The president's staff has undertaken a thorough review of the UNC Policy Manual as part of a project overseen by the Committee on Audit, Risk Management, and Compliance (CAMRC). Some of the reporting requirements are outdated, have a compliance and regulatory focus, or are not designed to assist the Board with performance analysis. The Board recently revised its policy on reporting (UNC Policy 100.2) to provide that future data collection and reporting to the Board, University leadership, and the public, should: (1) inform decision-making; (2) be relevant to strategic priorities/goals; (3) be cost effective compared to the reporting burden; (4) support risk management and risk mitigation; and (5) go to the appropriate level (president, chancellor, BOT, BOG, or committee). Reporting requirements should also be centrally maintained by the President and easily accessible.

Assessment: The proposed policy revisions and updates to select UNC policies presented to the committee for review are designed to eliminate or stream-line reporting requirements consistent with the Board's policy. A description of each policy or regulation that has been revised or is being presented to the committee for action is attached. Policies require action by the committee. Regulations and guidelines are presented for information only.

Action: The changes to 300.2.4[R] and 300.7.2.1[G] are for information only. The changes to 600.3.4 require a vote by the Committee, with a full Board vote through the consent agenda at the next meeting.

ATTACHMENT 1 - Report Deregulation – Updates to the UNC Policy Manual

(1) 300.2.4[R] “Regulations on Approval of Academic Personnel Actions”

This regulation was adopted in 1972 as a rewrite of an administrative memorandum and has not been revised since. Since then, the Board has adopted 600.3.4 “Granting of Management Flexibility to Appoint and Fix Compensation” for Special Responsibility Constituent Institutions. This policy and its reporting and procedural requirements have superseded the procedural requirements listed in 300.2.4[R], making the regulation moot. Consistent with the goals of 100.2., this regulation will therefore be rescinded in its entirety.

(2) 300.7.2.1[G] “Guidelines for the Phased Retirement Program”

The University has adopted a Phased Retirement Program for certain faculty members. The University has issued the Guidelines referenced above to assist its constituent institutions in interpreting the Program’s requirements. Section IV.A. of these Guidelines states: “Each Institution must develop Institutional Guidelines for its implementation of the Program (‘Institutional Guidelines’). Once developed, or when substantively amended, each Institution’s Institutional Guidelines must be forwarded to the President of the University for the President’s approval.”

This instruction is largely transitional from the implementation of the Phased Retirement Program in 1997. Institutions do not have the flexibility to change the requirements of the program.

Consistent with the goals of 100.2., the sentence, “Once developed, or when substantively amended, each Institution’s Institutional Guidelines must be forwarded to the President of the University for the President’s approval” will be removed from the Guidelines and moved to the president’s master reporting list.

(3) 600.3.4 “Granting of Management Flexibility to Appoint and Fix Compensation”

Consistent with the goals of 100.2., Sections IV.D. and VI.B. will be removed from the Policy and moved to the president’s master reporting list. (See also Agenda Item A-7, which includes additional policy revisions for Section 600.3.4.)

“IV. D. The chancellor, or chancellor’s designee, on behalf of each board of trustees of each institution with management flexibility:

“1. Shall submit to the president or president’s designee new or revised salary ranges for positions covered by this delegation on a schedule determined by the president or president’s designee.

“2. Shall submit to the president or president’s designee an annual summary of personnel actions covered by this delegation. The president shall determine the content of the annual summary as deemed appropriate and necessary to monitor delegations.

“VI. B. The president shall report to the Board of Governors those institutions approved for management flexibility prior to the effective date of the delegation.”

300.2.4[R]

Adopted 07/18/72

~~Repealed~~ / /17

Regulations on Approval of Academic Personnel Actions

The Board of Governors' "Delegations of Duty and Authority to Boards of Trustees" (the Appendix to *The Code*) in Article I treats the subject of academic and administrative personnel actions, and distinguishes between those personnel matters which are to be reviewed by the president and approved by the Board of Governors and those which will require no action beyond that taken by the chancellor and the Board of Trustees.

The following instructions and suggestions are given to expedite the processing and approval of these personnel matters:

1. Personnel Actions to be Approved by the Board of Governors

a. Proposed personnel actions conferring permanent tenure on a member of the faculty in accordance with Section 602 of *The Code* (whether through initial appointment, through reappointment, or through promotion) and proposed senior administrative appointments (including persons appointed or promoted to the rank of vice chancellor, provost, and dean; reference to "directors of major educational and public service activities" includes those persons whose duties are equivalent to those of a dean or a higher administrative officer).

1. All such proposals shall be sent to the president's office at least two weeks in advance of the meeting of the Board of Governors at which it is anticipated that the proposal would be considered.

2. All such proposals submitted shall include the information listed below:

a. Name, age, and present position

b. Proposed rank

c. Proposed salary and present salary (present salary need not be given if it is a new appointment from outside the University)

d. Source of funds (State, non-State, or both)

e. Effective date of proposed action

f. Service obligation (12 months or 9 months)

g. New position or replacement

h. University official(s) by whom the person was interviewed if it is a new appointment

i. Degrees held and where they were earned, with dates

j. Teaching and other prior professional experience

k. Scholarly and professional organizational memberships

l. Publications

- m. Awards and honors
- 2. Personnel Actions Delegated to the Chancellor and the Board of Trustees.

The delegation in the appendix provides that all faculty and administrative personnel decisions, other than those which require the concurrence of the President and the approval of the Board of Governors, shall be made by the chancellor and the Board of Trustees.

Each chancellor may wish to consider a request to the Board of Trustees for authorization for the chancellor to take certain measures which would serve to expedite this category of personnel actions without further reference to the Board of Trustees if the volume of these actions should be substantial or if it should seem desirable for other reasons:

- a. With respect to academic personnel actions (including appointment, promotion, and changes in compensation), the President recommends that a distinction be made between persons appointed for a term of service longer than one year and those whose term is one year or less, and also between those persons who hold full-time appointments and those who are part-time. Under these distinctions, the chancellor might be authorized by the Board of Trustees to take final action on appointments which are for one year or less and on those which are for part-time service.
- b. With respect to faculty appointments for longer than one year, but not conferring permanent tenure, you may wish to consider the desirability of suggesting the establishment of a trustee committee to act on behalf of the full board.
- c. With respect to administrative appointments other than those requiring action by the Board of Governors (e.g., department chairmen), similar delegation of authority either to the chancellor or to a committee of the trustees, or both, may be appropriate.
- d. Finally, with respect to changes in compensation for faculty and administrative personnel enumerated in 2.b. and c., the President recommends that authority to take action be delegated to the chancellor within any guidelines that may be established by the Board of Trustees.

[This is a rewrite of Administrative Memorandum #2.]

300.7.2.1[G]
 Adopted 5/16/97
 Amended 09/10/04
 Amended 09/25/07
 Amended 01/20/15
Amended / /17

Guidelines for Implementation of the University of North Carolina Phased Retirement Program

I. Purpose

The University of North Carolina Phased Retirement Program (the “Program”) provides an opportunity for eligible full-time tenured faculty members to make an orderly transition to retirement through half-time (or equivalent) service for a predetermined period in return for half-time compensation. The Program is completely voluntary and is available when agreed to and entered into by a mutual written agreement between an Eligible Faculty Member and his or her employing institution.

Eligible Faculty members or faculty members who later become eligible may elect annually to seek to participate in the Program during the enrollment life of the Program, with active participation to commence with the start of the next academic year following acceptance by the Eligible Faculty Member’s employing institution. Enrolling Eligible Faculty Members may elect to begin receiving the benefits they have accrued under either the N.C. Teachers’ and State Employees’ Retirement System (“TSERS”) or the UNC Optional Retirement Program (the “ORP”), but they are not required to do so. However, so long as an Eligible Faculty Member does not receive a monthly retirement benefit, he or she will not receive university paid State Health Plan benefits.¹

II. Eligibility

A. The Program is available only to full-time tenured faculty members. Non-tenured and tenure-track faculty are not eligible for the Program.

B. Except as set forth in Section III, below, the Program is available to all full-time tenured faculty members who:

1. Have at least five years of full-time service at the constituent institution of the University of North Carolina (“the University”) at which he or she is currently employed (“the Institution”);
2. Are age 62 or older for members of TSERS or 59½ or older for participants in the ORP; and
3. Are eligible to receive retirement benefits through either TSERS or the ORP, as applicable.

C. The Program contemplates actual retirement and reemployment of participating faculty on a part-time basis for a limited period. For purposes of the Program, “normal retirement age” is 62 years of age for TSERS members and 59½ for participants in the ORP. When a faculty member has achieved the above-listed age for his or her applicable participating retirement program, he or she will have reached “normal retirement age” and, therefore, need not undertake a break in service prior to entering the Program.

¹If a faculty member does not elect to receive a monthly retirement benefit from TSERS or ORP, upon entering phased retirement he/she may continue participation in the State Health Plan as a permanent half-time employee on a fully contributory basis. In that case, the faculty member would not be eligible to receive the University contribution.

D. Tenured faculty occupying full-time administrative positions are not eligible to participate in the Program until they vacate such positions. Thus, only individuals under faculty appointment involving teaching, research and service are eligible to participate in the Program.

E. Individual faculty members are responsible for providing to their Institution all information necessary for it to determine their eligibility as to age, service at the Institution, and retirement benefit eligibility within either TSERS or the ORP. ~~For~~For these purposes, the Institution shall determine an applicant's age and service longevity with reference to the August 1 that follows submission of an application for participation.

F. As set forth in Section III, Eligible Faculty Members do not have an absolute right to participate in the Program. Rather, departments, schools or Institutions may limit participation in the Program based on various conditions. However, if an Eligible Faculty Member and the Institution tentatively agree to an Eligible Faculty Member's participation and "work plan" as described below, the final decision to enter or not enter the Program rests with the Eligible Faculty Member.

G. Once made, a decision to enter the Program (signified by the Eligible Faculty Member's signing and non-revocation of the Phased Retirement Application and Reemployment Agreement and Release described in Section VI.E.) is binding.

III. Limitations and Eligibility

A. Institutions may limit participation in the Program as follows:

1. An Institution may establish departmental, school and/or institutional caps or limits on the number of Eligible Faculty Members who may participate in the Program.
2. A department, school, or Institution may deny an application to participate in the Program in response to a bona fide finding that financial exigencies of the Institution prohibit further enrollment in the Program. This finding must be based on quantifiable budget constraints of the affected Institution, consistent with Section 605 A. of *The Code*.
3. A department, school, or Institution may also deny an application to participate in the Program upon a finding that granting the application would substantially weaken academic quality or disrupt program sequence in the department, school or Institution. This finding must be supported by external measures of academic quality, such as accreditation standards. (See Section IV.B.3., below.)

B. Phased retirement under the Program may be for a period of at least one but not greater than five years. Each Institution will set the length of phased retirement for its faculty. However, all Eligible Faculty Members at each Institution must have the same participation period of phased retirement.

C. Upon entering the Program, Eligible Faculty Members give up tenure. They terminate full-time employment and contract for a period of half-time (or equivalent) service to their Institution. Half-time responsibilities may vary by Institution and among departments in the same Institution. In addition, half-time service may consist of full-time work for one-half of a year (e.g., full-time work for one semester of an academic year) or half-time work for a year (e.g., half-time work in each of the two semesters of an academic year).

D. Under either pattern, the enrollment period for the Program begins with the fall semester, with actual participation to commence at the start of the next academic year (provided an Eligible Faculty Member's application is approved). (See Section VI.A., below.) Teaching, research and service assignments during the period of phased retirement are individually negotiated by the Eligible Faculty Member and the appropriate supervisors and/or personnel committee(s). The details of such half-time service (a "work plan") must then be set forth in a University of North Carolina Phased Retirement Program Application and Reemployment Agreement, as described in Sections VI.D., and E., below.

E. Participating Faculty Members will remain subject to *The Code* and Policies of the University and their respective campus. In addition, without expressly or constructively terminating any Agreement, an Institution may place a Participating Faculty Member on temporary

leave with pay and/or reassign a Participating Faculty Member's duties during or as a result of any investigation or disciplinary action involving the Participating Faculty Member. Such authority shall be invoked only in exceptional circumstances when the Participating Faculty Member's department or division head determines that such action is in the best interests of the Institution. Further, nothing in the Program or these guidelines shall in any way be interpreted to provide a Participating Faculty Member with greater rights, claims or privileges against his or her Institution and/or the University regarding continued employment than otherwise provided in *The Code* and Policies of the University and their respective campus.

IV. Institutional Program Guidelines

A. Each Institution must develop Institutional Guidelines for its implementation of the Program ("Institutional Guidelines"). ~~Once developed, or when substantively amended, each Institution's Institutional Guidelines must be forwarded to the President of the University for the President's approval.~~

B. Each set of Institutional Guidelines shall include, or be accompanied by, an official description of any of the following Program participation policies, *to the extent adopted by and applicable to the Institution*:

1. A detailed description of any caps on Program participation, referencing the level (department, school, or Institution) to which a cap pertains. A cap should be applied with reference to predetermined, non-subjective criteria such as length of service or percentage of faculty. The cap of an Institution and/or a department or school must be applied consistently to all Eligible Faculty Members timely seeking to commence enrollment in the Program for a given academic year. (See Sections V. and VI.A. and C., below.) A cap may be an absolute number or a formula that produces a number. In addition, the cap should be consistent over a substantial period of years, not less than five.

2. A detailed description of any limitations the department, school, or Institution places on Program participation because of financial exigencies. The description should include specific references to the budget constraints that prohibit participation and to the means for determining that such exigencies exist. The limitation with respect to financial exigencies of an Institution and/or a department or school must be applied consistently to all Eligible Faculty Members timely seeking to commence enrollment in the Program for a given academic year. (See Sections V. and VI.A. and C., below.)

3. A detailed description of any departmental, school, or institutional limitations on the number of eligible faculty who can participate in the Program based on preservation of academic quality and/or program sequencing. The description should include reference to objective factors that require limitations on participation such as a shortage of professors in a department or school, the required number of faculty necessary for the department or Institution to operate, or student/faculty ratios. These factors should not be based in any way on age or the expected retirement date of specific faculty members. The limitation with respect to preservation of academic quality or program sequencing of an Institution and/or a department or school must be applied consistently to all Eligible Faculty Members timely seeking to commence enrollment in the Program for a given academic year. (See Sections V. and VI.A. and C., below.)

C. In addition, each set of Institutional Guidelines shall include, or be accompanied by, the following:

1. A number of academic years that participants will be allowed to remain on phased retirement. One uniform time period must be adopted by the Institution with the same number of years for all participants, between one and five, and may not vary by department or school within the Institution. Participation in the Program may not be extended or renewed beyond completion of those years.

2. A detailed description of the procedures that the Institution will use to ensure that Eligible Faculty Members are informed about the Program.

3. A detailed description of the procedures the Institution will use to receive, review, and approve applications for participation in the Program.

4. A schedule of potential services to be provided by a Participating Faculty Member for the Institution (or for each department or school if they differ among departments or schools). The services that comprise a faculty member's individual work plan under the Program will be drawn from this schedule. A typical work plan will likely call for services to be rendered over the two regular-term semesters of the academic year. The work plan may call for services over all 12 months of the participation year, as often occurs under research professorships. However, no work plan may include duties incident to summer school curricula.

V. Distributing Information on the Phased Retirement Plan

A. The following materials should be prepared and distributed (in hard copy or electronic form) to every tenured Faculty Member who appears eligible for likely to become eligible for the Program.

- The University of North Carolina Phased Retirement Program Policy (UNC Policy Manual 300.7.2)
- A letter announcing the Program.
- A copy of the Model University of North Carolina Phased Retirement Application and Reemployment Agreement.
- A copy of the Model University of North Carolina Phased Retirement Program Release.
- A Chart reflecting information regarding persons who are eligible and those who are ineligible for potential participation in the Program. (See example at Section VI.E.4., below.)

B. At the time of each distribution of Program materials to faculty, the Institution should place a notice of the Program in an institutional newsletter or other organ of general circulation among faculty (including electronic publications) that invite faculty who believe they may be eligible to inquire at an identified Institution office about their Program eligibility.

C. The Institution should distribute Program materials by September 1 of the calendar year preceding the academic year in which it appears that a Faculty Member could first apply to participate in the Program.

VI. Application Procedures

A. Time Periods and General Process.

1. An application to enter the Program must be made at least six (6) months but not more than eleven (11) months before the commencement of the first semester of an Eligible Faculty Member's requested participation in the Program, to begin at the start of the next academic year.

For purposes of this Program, a semester will be deemed to commence on the date that a faculty member rendering services under an individual work plan is required to begin performing services with respect to the pertinent semester.

2. An application to enter the Program must be submitted to the Eligible Faculty Member's department or division head. An application is subject to final approval by the Institution's Chief Academic Officer following evaluation of the conditions outlined in Sections II and III above and the development of a mutual "work plan" with the Eligible Faculty Member as outlined in Section VI.D., below.)

3. If an Eligible Faculty Member and the employing institution tentatively agree to the faculty member's participation and a mutual "work plan" that addresses the same, the

decision to enter or not enter the Program then rests with the Eligible Faculty Member. Once made, a decision to enter the Program (signified by the Eligible Faculty Member's signing and nonrevocation of the Phased Retirement Application and Reemployment Agreement and Release described in Section VI.E.) is binding.

B. Meetings. Faculty group meetings should be held or at least made available at each Institution for all persons eligible to apply for Program participation. Persons who plan to apply to participate in the Program should meet with the officials appointed or designated by their Institution to answer questions about the Program. Faculty may then approach their respective department or division head or school dean to negotiate participation and their half-time "work plan" for the phased retirement period.

C. Participation Limits or Caps. As described in Sections III.A., and IV.B.1., above, some departments, schools or Institutions may have approved limits or caps on the number of Program participants independent of limitations based on financial exigency or academic quality. If the department, school or Institution receives more qualified applications for the Program than it has available spaces, it should select participants based on non-subjective criteria, such as an applicant's employment start date at the Institution (that is, by institutional seniority, with the qualified person having the most institutional seniority being selected first).

Applications to participate in the Program will be taken in two different formats, depending on the situation.

1. Where There Are Openings Available Under a Quota or Openings Without Limitation.

In Institutions, departments or schools with openings available under a preset participation limit or cap larger than the number of applicants or which do not have a limitation on the number of participants, timely applications will be accepted on a first come, first eligible basis. When an Eligible Faculty Member submits an application for the Program, the application shall be processed in the manner described in Sections VI.D. and E., below.

2. Where the Number of Applicants Exceeds Openings Available Under a Quota or Other Institutional Limitation After Announcement of Such Limitation.

Where the pertinent Institution, department or school has established, pursuant to Sections III. and IV. above, a limitation on Program participation by means of a cap, a bona fide finding of restricting financial exigency, or the need to deny participation to preserve academic quality or program sequence integrity, the Institution shall limit its consideration of applications for positions in such restricted positions to those applications timely submitted as required under Section VI.A., above.

If, under these conditions, more timely applications are received than spaces are available, the Institution shall cease accepting applications for the pertinent positions and shall announce to all Eligible Faculty members who had timely submitted a relevant application that each is to have a period of two weeks (14 calendar days) from the date of the institutional announcement to submit the Eligible Faculty Member's written response, conveying a determination to continue pursuing or to cease pursuing the corresponding phased retirement position. (The date of institutional announcement and the date of faculty response shall each be determined with reference to their date of physical delivery to the addressed party, their postmark date, or the date of receipt for postal handling, whichever is earliest.)

The Institution shall promptly and appropriately acknowledge its receipt of all faculty responses. The seniority procedures established pursuant to this Section VI.C., shall then be used with respect to all applications that continue to be viable.

D. Work Plans

1. The Program permits Eligible Faculty Members to work half-time (or its equivalent) for half-time compensation. Each Institution is responsible for developing an individual half-time “work plan” with Eligible Faculty Members who wish to participate in the Program. These agreements should be between an institutional officer designated for this purpose (such as a dean or department or division head) and the Eligible Faculty Member.
2. Before beginning discussions with Eligible Faculty Members, each Institution should devise a half-time schedule of potential services. (See Section IV.C.4., above.) The schedule may vary by department or school but should cover the complete range of contracted faculty activities (for example, teaching, research and creative activities, service, advising, writing of grants, and publications). The schedule should be as detailed as possible and may be used as an attachment to the agreements with Eligible Faculty Members accepted to participate in the Program.
3. Once the duties and arrangements with an Eligible Faculty Member are fully determined, the agreement to participate in the Program must be stated in writing in a formal Phased Retirement Application and Reemployment Agreement and signed by the head of the employing department, dean of the school or division, and the Chief Academic Officer.
4. In cases where the Institution and the Eligible Faculty Member cannot agree on a half-time work plan, the Eligible Faculty member will not be allowed to participate in the Program. Conversely, once made, a decision to enter the Program is binding. That decision is signified by the Eligible Faculty Member’s signing and non-revocation of the Phased Retirement Application and Reemployment Agreement and Release described in Section VI.E., below. However, after an Agreement is finalized, the parties may still terminate the Agreement at any time upon mutual written agreement.
5. Each Institution should strive to make the Phased Retirement Application and Reemployment Agreements as uniform as possible within each department or school. The Agreements must be based on the objective needs of the employing department, school or Institution. Under no circumstances should “deals” be made to encourage faculty members to accept the Program. Likewise, each Institution must not take unjustifiably harsh positions to dissuade an Eligible Faculty Member from participating.

E. Agreement and Release

1. Procedure. The last step in the application process is to obtain a signed, completed Phased Retirement Application and Reemployment Agreement (the “Agreement”) and Release (the “Release”) from the electing Eligible Faculty Member. The requirements for a valid release are set out in detail under the Age Discrimination in Employment Act (“ADEA”) and, thus, it is mandatory that each Institution follow the steps outlined below:
 - a. When negotiation of a “work plan” has been completed, the electing Eligible Faculty Member should be provided a completed Agreement, which has been signed by the Institution’s administrators, and a Release for review and signature.
 - b. The Agreement and Release package should contain:
 - (1) The letter announcing the Program;
 - (2) The Program Summary;
 - (3) The Agreement;
 - (4) The Release; and
 - (5) A job title and age Chart for the Institution and the department or school, as described in Section VI.E.4., below.

It is essential to the validity of the Agreement and the Release that this entire Package be provided to the Eligible Faculty Member when he or she is offered the completed Release for execution.

2. Consideration period.

a. As required by the ADEA, the Eligible Faculty Member must be offered at least forty-five (45) calendar days to execute and return the Agreement and Release to the Institution. The forty-five day period begins with the date of the final offer, which is the date on which the Institution physically delivers to the Eligible Faculty Member the completed, signed Agreement and the separate Release. If the final offer is not hand delivered to the Eligible Faculty Member, it must be sent by a method of delivery that requires a signature for delivery, as described in UNC Policy 101.3.3.

b. The Eligible Faculty Member should be encouraged to use the full 45 days and to consult an attorney, if he or she desires. Under no circumstances should the Eligible Faculty member be requested or pressured to return the package in a shorter period. However, the Eligible Faculty Member may sign the Agreement and Release before the end of the 45-day period, if he or she so chooses.

3. Revocation option.

a. Once an Eligible Faculty Member signs the Agreement and Release, he or she also has the right under the ADEA (if he or she so chooses) to revoke the Agreement and the Release at any time within seven (7) calendar days of the date both documents are fully executed by the parties.

b. An election to participate in the Program does not become final until after the seven-day revocation period has passed without the Eligible Faculty Member's revocation. Consequently, if an Eligible Faculty Member uses his or her entire 45-day consideration period, his or her Agreement may not be binding until almost two months after he or she receives the Agreement and the Release to sign.

c. Revocations must be in a writing personally signed by the Eligible Faculty Member and received by the official to whom prior application to participate in the Program had been submitted.

d. Revocation may be effected by personal delivery of the revocation, or by submission of it for postal delivery. (The date of revocation is the date on which the faculty member physically delivers the revocation to the appropriate institutional officer or office or the date on which the revocation is posted to that officer or office; the postmark date or date of receipt for postal handling of the revocation shall be prima facie evidence of the date of the revocation.)

e. If an Eligible Faculty Member elects to revoke the Agreement and Release within the seven-day revocation period, the Agreement is void. Moreover, in such circumstances, the Eligible Faculty Member will continue in his or her same full-time employment status as the Faculty Member held immediately prior to the execution of the Release.

4. Job title and age list.

a. The ADEA requires that for a release of age discrimination claims to be valid, the release must include the job titles and ages of all individuals in the same job classification or organizational unit eligible for the Program, and the ages of all individuals in the same job classification or organizational unit who are not eligible. The Chart each Institution must attach to the Agreement and Release Package is meant to satisfy this requirement.

b. Each Institution is responsible for preparing this Chart, showing eligibility/ineligibility for the Institution as a whole by department or school. Such chart should specifically:

- Contain a list by faculty position, age and department (but without name) of those faculty eligible and those ineligible to participate in the Program.
- Include as persons eligible to participate those tenured faculty members who would be eligible to participate if they resigned their current full-time administrative positions (including both faculty and administrative titles).
- Include as persons ineligible to participate those tenured faculty members who meet the eligibility requirements but who are disqualified for one of the reasons identified under the Program (other than current employment in an administrative position), as well as tenured faculty members who do not meet the basic eligibility requirements.

c. Faculty members remain individually responsible for providing to the Institution age and service data needed to determine their particular Program eligibility.

d. The Chart should be in the format of the Example set forth below. Data appearing initially on the Chart were required to reflect projected age and service as of August 1, 1998. The Chart should then be updated each year as of August 1, reflecting projected age and service as of the next August 1, to the extent known or reasonably predictable.

e. The Chart should be prepared by individuals not involved in any other aspect of the institution's implementation of the Program. The age data used to prepare the Chart should not be made available to any person who is involved in determining limits on participation in the Program or who is developing individual agreements under the Program. This information is highly sensitive and should be treated accordingly.

<u>Example</u>			
Job title*	Age*	Number Eligible*	Number Ineligible*
History Professor	60	2	1
History Professor	59	0	1
[This age 59 professor is under admin. appointment, so also give admin. title.]			
Assoc. History Professor	51	0	1
Assoc. History Professor	43	0	2
Assoc. History Professor	41	<u>0</u>	<u>1</u>
Subtotal (History Dept.)		2	6
Latin Professor	<u>62</u>	<u>1</u>	<u>0</u>
TOTAL (Institution)		3	6

This Chart is based upon current institutional information. However, if any error or omission is detected, it should be promptly reported to the appropriate academic department or school. Faculty members are individually responsible for providing age and service data needed to determine their Program eligibility.

In addition, tenured faculty occupying full-time administrative or staff positions are deemed potentially eligible on the assumption that, prior to accepting early retirement, they must voluntarily resign/vacate their administrative appointment.

5. Data updates. Prior to an Eligible Faculty Member receiving a final Agreement and Release package, the chart and data discussed in Section VI.E.4., above, must be updated for the Application and Release to remain valid. The Chart's revision date should appear in the upper right hand corner. A Chart will be deemed current with respect to an application if the Chart has been updated as of the August 1 next proceeding the date on which the application is timely received from a faculty member.

VII. Questions and Answers

A. There are sure to be numerous questions about the Program. Each Institution shall designate specific officials who will be the only persons authorized to respond to these questions. They will likely be Human Resource personnel, such as the campus Benefits Officer or other Personnel Department staff. The number of individuals appointed for this purpose should be kept to a minimum. The more individuals an Institution authorizes to answer questions, the greater the risk that an Institution's answers to questions will not be uniform.

B. Each Institution must ensure that the information provided to faculty members is accurate and generally consistent. This may be aided by presentations at scheduled Program orientations, like the faculty group meetings suggested in Section VI.B., above. These faculty and administrative personnel designated to provide Program information should be told not to respond to interpretive policy questions about the operation of the Program and, instead, advised to refer such questions to a single designated official of the Institution.

C. Institutions may seek assistance from representatives in the UNC General Administration Divisions of Academic Affairs, Legal Affairs, or Human Resources. This assistance is intended to be a source of information for each Institution's Program officials, not a hotline for faculty members.

D. A frequent question will likely be, "Should I apply to participate in the Program?" Faculty members should be advised that the decision to seek entry into the Program is a personal one and one they will have to make on their own. An Institution SHOULD NOT advise a faculty member to seek or not seek to participate in the Program. For example, a Program officer should not say, "If I were in your shoes, I would seek to participate," or "I think this is a good opportunity for ~~you~~you since you are close to retirement age."

E. The following do's and don'ts also may be helpful:

DO

- Spend as much time with the faculty member as necessary to fully explain the Program.
- Answer any question the faculty member has about the operation of the Program or the eligibility and disqualification provisions of the Program.

DON'T

- Provide an opinion to a faculty member on whether he or she should seek to participate in the Program.
- Indicate to a faculty member that anything about his or her current position and work at the Institution will change if he or she does not seek to participate in the Program.
- Give out names of faculty members who are participating or not participating in the Program.

- Discuss the effect that a faculty member's decision may have on another faculty member's opportunity to participate in the Program.
- Discuss or mention in any fashion or form the protected statuses included in Section 103 of *The Code*. These circumstances should play no part in information the Institution provides regarding the Program.

AGENDA ITEM

- A-5. Amendments to Section 600.3.4 of the UNC Policy Manual
("Granting of Management Flexibility to Appoint and Fix Compensation")..... Chris Chiron

Situation: Section 600.3.4 of the UNC Policy Manual ("Granting of Management Flexibility to Appoint and Fix Compensation") establishes levels of delegated authority for certain personnel actions for institutions with or without management flexibility (See also Section 600.3.1 of the UNC Policy Manual ("Selection Criteria and Operating Guidelines for Special Responsibility Constituent Institutions")). This includes such personnel actions as establishing positions and salary ranges and making appointments and salary changes.

Background: This policy was last amended July 29, 2016 and was a significant rewrite of the policy to align better with the president's delegated authority under Section 200.6 of the UNC Policy Manual, streamline reporting requirements, and better clarify delegations for specific actions.

Assessment: Recent review of the policy revealed two errors that need to be corrected.

Section IV.C.2: The phrase "For institutions *with* management flexibility" should read "For institutions *without* management flexibility."

Sections II.A, III.B.3, and IV.B.1: These three sections erroneously indicated that the boards of trustees for constituent institutions with management flexibility had authority to establish SAAO Tier 2 positions. This has never been the case, consistent with the requirements Section 300.1.2 of UNC Policy Manual and all other guidance provided to UNC institutions, and was an oversight in the revision of the policy. Language has been corrected in each Section referenced above to correct this oversight.

In addition, a clarifying line is being added to the policy.

Section I.E: This passage notes that the delegations provided through this policy are subject to state/federal laws and other policies of the Board. An additional sentence (underlined below) was added to clearly note limitations on delegated authority established in Section 200.6 of the UNC Policy Manual ("Delegation of Authority to the President").

E. The authority granted by the Board of Governors through the president is subject to *The Code of the University of North Carolina*, policies of the Board

of Governors, and all applicable federal and state laws, policies, regulations, and rules. (See Section 200.6 of the UNC Policy Manual for limitations on the President's delegated authority.)

Sections IV.D. and VI.B.: Consistent with the goals of 100.2., two sections will be removed from the Policy and moved to the president's master reporting list. (See also Agenda Item A-4.)

Action:

This item requires a vote by the Committee, with a full Board vote through the consent agenda at the next meeting.

600.3.4

Adopted 01/11/02

Amended 07/12/02

Amended 01/09/04

Amended 02/11/05

Amended 07/01/07

Amended 07/29/16

Amended / /17

Granting of Management Flexibility to Appoint and Fix Compensation

I. Purpose

A. Pursuant to N.C.G.S. § 116-11(13), and other North Carolina law as referenced herein, and in an effort to enhance the administrative efficiency of the University, the Board of Governors has delegated to the president the authority to establish a human resources program and to approve management flexibility plans at constituent institutions for faculty and EHRA non-faculty (those employees exempt from Chapter §126 of the North Carolina General Statutes). (Section 200.6 of the UNC Policy Manual.)

B. In accordance with this authority, the president may further delegate authority for approving human resources matters within the UNC General Administration.

C. Also in accordance with this authority, the president hereby further delegates the authority to administer certain human resources actions as described in Section II of this policy to the boards of trustees for all constituent institutions.

D. Also in accordance with this authority, the president hereby further delegates additional authority to administer certain human resources actions as described in Section III of this policy to the boards of trustees for institutions with management flexibility (Special Responsibility Constituent Institutions).

E. The authority granted by the Board of Governors through the president is subject to *The Code of the University of North Carolina*, policies of the Board of Governors, and all applicable federal and state laws, policies, regulations, and rules. (See Section 200.6 of the UNC Policy Manual for limitations on the president's delegated authority.) Along with any other rules and regulations the Board of Governors and/or the president adopt, this policy requires each constituent institution to comply with all rules and regulations concerning equal employment opportunity; to act in recognition of funding availability and constraints within each institution's budget; and to take into account the actions of the Governor, the Office of State Budget and Management, and the General Assembly.

II. Authority Delegated to All Constituent Institutions

A. The president delegates to the board of trustees for each constituent institution the authority to execute the following personnel actions for faculty, ~~EHRA non-faculty Tier 2 Senior Academic and Administrative Officers (SAAO Tier 2)~~, and EHRA non-faculty instructional, research, and public service (IRPS) employees:

1. Permanent and temporary appointments and salaries
2. Promotion, including faculty rank changes but excluding tenure
3. Permanent and temporary salary increases or stipends

B. The president further authorizes the boards of trustees for the constituent institutions to delegate any of these actions to their chancellors, or to specific designees of the chancellor by title, as they deem appropriate.

C. Notwithstanding the delegations above, the president may establish regulations and guidelines that limit delegation for certain actions (for example, salary adjustments) within these categories.

III. Delegation of Authority to Boards of Trustees of Institutions with Management Flexibility

A. Simultaneous with the president's authorization of an institution's management flexibility plan, the board of trustees of that institution is delegated the authority to execute the following personnel actions, which it shall not delegate further unless the president or the Board of Governors shall allow:¹

1. Upon recommendation of the chancellor, appoint² and fix the salary and non-salary compensation³ for all vice chancellors and other Tier 1 senior academic and administrative officers (as defined in Section I.A., of Policy 300.1.1) with the exclusion of the chancellor.
2. Approve appointments and salary changes for SAAO Tier 1 appointments, with the exclusion of the chancellor.
3. Upon recommendation of the chancellor, establish salary ranges for SAAO Tier 2 positions, consistent with both the salary ranges and the policies established by the Board of Governors and the regulations and guidelines established by the president. The institution may otherwise elect to adopt salary ranges established by the UNC General Administration for these positions.
4. Upon recommendation of the chancellor, and consistent with the approved tenure policies and regulations of each institution, confer permanent tenure.

B. Simultaneous with the president's authorization of an institution's management flexibility plan, the board of trustees of that institution is also delegated the authority for the following personnel actions, which it may further delegate to the chancellor and may authorize the chancellor to further delegate on a limited basis.⁴

1. Establish faculty salary ranges within different academic disciplines, based on relevant data.
2. Appoint and fix the compensation for faculty awarded the designation of Distinguished Professors.
3. Establish ~~SAAO Tier 2 positions and~~ IRPS positions and salary ranges.

C. Salaries and salary ranges shall be consistent with salary ranges established or authorized by the UNC General Administration and consistent with guidelines established by the president. Notwithstanding the delegations above and the provisions of any existing approved management

¹ The delegation authorized by this policy is in addition to the delegation by the Board of Governors to the boards of trustees contained in the Appendix to *The Code of the University of North Carolina*.

² For the purpose of this policy, the term "appoint" means the initial appointment reappointment, or an appointment that constitutes a promotion or a significant change in position responsibilities.

³ Throughout this policy, all actions of a board of trustees of a Special Responsibility Constituent Institution to "fix the compensation" of employees are subject to the limitations contained in Sections II and III of this policy; the policies of the Board of Governors; guidelines and regulations established by the president; and institutional plans, policies, and procedures.

⁴ The chancellor may delegate authority only to the executive vice chancellor, provost, chief financial officer/chief business officer, and/or chief human resources officer, or any other director-level or senior officer with responsibility for campus-wide EHRA human resources actions.

flexibility plan, the Board of Governors and/or the president may establish policies, regulations, or guidelines that limit delegation for certain actions (such as establishing mandatory salary ranges or salary adjustments) within the delegations listed in III.A., and III.B.

~~D. The chancellor, or chancellor's designee, on behalf of each board of trustees of each institution with management flexibility:~~

~~1. Shall submit to the president or president's designee new or revised salary ranges for positions covered by this delegation on a schedule determined by the president or president's designee.~~

~~2. Shall submit to the president or president's designee an annual summary of personnel actions covered by this delegation. The president shall determine the content of the annual summary as deemed appropriate and necessary to monitor delegations.~~

IV. Responsibility of the Board of Governors and the President

A. The Board of Governors shall:

1. Issue a resolution each year that (a) interprets legislative action regarding salaries and (b) sets annually the salary range for the president and, in consultation with the president, the salary ranges for the chancellors. These ranges will be based upon relevant available data.

2. Authorize the president's salary and, based on recommendations from the president, the chancellors' salaries.

3. Authorize appointments and employment contracts for the chancellors, the president, the general manager of UNC-TV, and the chief executive officer of the UNC Health Care System as well as authorize certain contract terms and conditions for athletic directors and head coaches at constituent institutions as defined in §1100.3.

B. The president shall:

1. Establish SAAO Tier 1 and SAAO Tier 2 positions and their salary ranges, with the exclusion of those defined in IV.A., above. In addition, the president will consult with the Board's Committee on Personnel and Tenure for appointments and compensation for senior officers who report directly to the president.

2. The president may authorize any significant changes in the organizational structure of a constituent institution, such as re-organization resulting in the creation of a new vice chancellor, dean, or equivalent administrative position.

3. Review annually the salaries set by the medical schools at the University of North Carolina at Chapel Hill and East Carolina University to ensure that the salaries are coordinated and are consistent with relevant data in a national medical labor market.

4. Provide at least annually to the constituent institutions guidelines regarding EHRA appointments and salary actions.

5. Provide periodic faculty salary studies based on peer data.

6. Withdraw or further limit the delegation of management flexibility from any institution that does not adhere to the policies and procedures set forth in this policy. The president will notify the institution of the discrepancies, and if these are not adequately addressed in the judgment of the president, then the president shall withdraw the delegation. The president may reinstate delegation or remove restrictions to a constituent

institution upon further review and following the requirements established in section V of this policy.

C. The Board of Governors and/or the president shall:

1. Conduct performance audits on policies, practices, and other matters related to delegation of management flexibility.
2. For institutions without management flexibility, the president and the Board of Governors shall have the same responsibilities and authority as set forth in the policy on Selection Criteria and Operating Guidelines for Special Responsibility Constituent Institutions.⁵

V. Submitting Institutional Plans for Management Flexibility for Personnel Appointments

The president has the authority to approve institutional management flexibility plans for personnel appointments. Upon approval, the board of trustees of a Special Responsibility Constituent Institution⁶ shall have the authority delegated by this policy. An institutional plan shall include the following:

A. Policies and procedures for promotion and tenure of faculty.

1. An institutional policy for promotion and tenure⁷ that complies with *The Code of the University of North Carolina*, complies with current federal and state law, and provides clear requirements for promotion and the conferral of permanent tenure.
2. A schedule and process for periodic review of promotion and tenure policies, including a process for amending promotion and tenure policies subject to review by the president or president's designee.

B. Policies and procedures for senior academic and administrative officers (SAAO) and EHRA non-faculty.

1. Policies and procedures for establishing salary ranges for SAAO Tier 2 and for instructional, research, and public service (IRPS) EHRA non-faculty positions, consistent with the salary ranges and the policies established by the Board of Governors and the regulations and guidelines established by the president. The institution may otherwise elect to adopt salary ranges established by the UNC General Administration for these positions.
2. Policies and procedures for the recruitment and selection of senior academic and administrative officers and other EHRA non-faculty positions.

C. Policies and procedures for compensation policies for faculty and EHRA non-faculty.

1. An institutional policy on non-salary compensation of faculty and EHRA non-faculty, and on compensation from non-state sources such as grants, endowment funds, practice plan funds, etc.

⁵ See Section 600.3.1 of the UNC Policy Manual and in particular Section 600.3.1.A.2.

⁶ In order for an institution to have management flexibility for personnel appointments, the institution must be designated and maintain the status of a Special Responsibility Constituent Institution.

⁷ As applied to the North Carolina School of the Arts and the North Carolina School of Science and Mathematics, the terms "tenure policy" or "policy for promotion and tenure," as used herein, refer to the institution's policy governing the appointment of faculty.

2. Documentation of comprehensive salary studies that establish salary ranges for tenured faculty within different disciplines based on relevant data and for EHRA non-faculty, including methodology and relevant data.⁸

3. Documentation of EHRA salary-setting guidelines provided to institutional management.

D. Policies and procedures for audits and accountability.

1. Documentation that the institution has not had audit findings related to personnel practices, salary, or payroll for the previous three years or, if there have been audit findings in this period, documentation supporting that any findings have been remedied.

2. Documentation of appropriate accountability procedures in the event that the board of trustees delegates the authority granted pursuant to this policy to the chancellor.

VI. Implementation of the Delegated Authority under Management Flexibility

~~A. The president shall determine the effective date of the delegation authorized by this policy upon approval of the institution's management flexibility plan.~~

~~B. The president shall report to the Board of Governors those institutions approved for management flexibility prior to the effective date of the delegation.~~

⁸ When used in this policy, the phrase "relevant data" indicates that the institution shall draw comparisons to peer institutions as approved by the Board of Governors. Data from peer institutions will be used when available except in instances in which a campus can demonstrate legitimate labor market differences that justify the use of a supplemental or alternative set of peer institutions.

AGENDA ITEM

- A-6. Informational Report: Faculty Recruitment and Retention Fund
Utilization under Delegated Authority to the President.....Matthew Brody

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 Expenditures:

- East Carolina University, one (1) approved request
- North Carolina State University, three (3) approved requests
- University of North Carolina at Chapel Hill, three (3) approved requests
- University of North Carolina at Charlotte, three (3) approved requests
- University of North Carolina at Greensboro, two (2) approved requests
- University of North Carolina School of the Arts, one (1) approved request

Remaining Balance of Fund

Note: Permanent adjustments to salary may only be accomplished 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:

\$1,000,000 in nonrecurring funds

\$405,966 for recurring funds

Action: This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA
PRESIDENT'S DELEGATED FACULTY RECRUITMENT AND RETENTION FUND REPORT

East Carolina University

Wanda Lancaster, Director/Clinical Assistant Professor in Psychiatric/Mental Health, \$7,000 from the Faculty Recruitment and Retention Fund and ECU funding a portion of the salary increase and the cost of benefits
(\$7,000 effective June 11, 2017 - recruitment)

North Carolina State University

Helen Huang, Associate Professor in Biomedical Engineering, \$18,900 from the Faculty Recruitment and Retention Fund and NCSU funding a portion of the salary increase and the cost of benefits
(\$175,855 **from** \$138,056 effective April 12, 2017)

Coby Schal, Distinguished Full Professor in Entomology and Plant Pathology, \$16,298 from the Faculty Recruitment and Retention Fund and NCSU funding a portion of the salary increase and the cost of benefits
(\$196,393 **from** \$163,797 effective April 12, 2017)

Frances Ligler, Distinguished Full Professor in Biomedical Engineering, \$10,429 from the Faculty Recruitment and Retention Fund and NCSU funding a portion of the salary increase and the cost of benefits
(\$229,441 **from** \$208,582 effective July 24, 2017)

University of North Carolina at Chapel Hill

Ron Alterovitz, Associate Professor in Computer Science, \$17,500 from the Faculty Recruitment and Retention Fund and UNC-CH funding a portion of the salary increase and the cost of benefits
(\$141,778 **from** \$106,778 effective May 2, 2017)

Greg Characklis, Philip C. Singer Distinguished Full Professor in Environmental Science and Engineering, \$20,000 from the Faculty Recruitment and Retention Fund and UNC-CH funding a portion of the salary increase and the cost of benefits
(\$185,000 **from** \$163,100 effective May 2, 2017)

Rebecca Macy, L. Richardson Preyer Distinguished Full Professor in Social Work, \$9,319 from the Faculty Recruitment and Retention Fund and UNC-CH funding a portion of the salary increase and the cost of benefits
(\$152,250 **from** \$133,613 effective May 21, 2017)

University of North Carolina at Charlotte

Malin Pereira, Professor in English and Director of the Honors College, \$20,000 from the Faculty Recruitment and Retention Fund and UNCC funding a portion of the salary increase and the cost of benefits
((\$175,000 **from** \$151,151 effective May 2, 2017)

Elisabeth Paquette, Assistant Professor in Philosophy, \$20,000 from the Faculty Recruitment and Retention Fund and UNCC funding a portion of the salary increase and the cost of benefits
((\$66,000 effective May 8, 2017 - recruitment)

Jing Xiao, Professor in Computer Science, \$10,000 from the Faculty Recruitment and Retention Fund and UNCC funding a portion of the salary increase and the cost of benefits
((\$200,000 **from** \$166,917 effective August 2, 2017)

University of North Carolina at Greensboro

Paul Knapp, Professor in Geography, \$15,000 from the Faculty Recruitment and Retention Fund and UNCG funding the cost of benefits
((\$123,335 **from** \$108,335 effective April 18, 2017)

Riikka Sarala, Associate Professor in Management, \$3,151 from the Faculty Recruitment and Retention Fund and UNCG funding a portion of the salary increase and the cost of benefits
((\$145,000 **from** \$138,697 effective July 24, 2017)

University of North Carolina School of the Arts

Susan Ruskin, Dean of the School of Filmmaking and Producing Department Faculty Member, \$20,000 from the Faculty Recruitment and Retention Fund and UNCSA funding a portion of the salary increase and the cost of benefits
((\$185,000 **from** \$162,363 effective April 18, 2017)

AGENDA ITEM

- A-7. Informational Report: New UNC General Administration
Appointments under Delegated Authority to the PresidentMatthew Brody

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 compensation of Senior Academic and Administrative Officers and other employees exempt from the State Human Resources Act serving within the UNC General Administration.

Assessment: This meeting's report includes the following:

UNC General Administration Appointments – State Funded Positions:

- Three (3) personnel appointments which are state funded;
- One (1) personnel appointment at UNC General Administration which is split-funded; and
- Two (2) personnel appointments at UNC General Administration which are non-state funded.

Action: This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA
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 April 17, 2017 to August 11, 2017:

UNC General Administration

Appointments

State-Funded Positions:

Sean Bulson, Interim Vice President for Academic & University K12 Programs, Chief of Staff Division, \$200,000, effective 7/1/2017 (vacant position)

Meredith Steadman, Associate Secretary of the University, Chief of Staff Division, \$80,000, effective 7/24/2017 (new position)

L. Cameron Howell, Vice President for Strategic Initiatives, Strategy & Policy Division, \$165,000, effective 6/5/2017 (vacant position)

Lisa Yanke, Communications Director, External Affairs Division/Go Global NC, \$59,700 effective 7/17/2017 (vacant position - 75% state funds & 25% non-state funds)

Non-State Funded Positions:

Melissa Kathleen O'Connor, Senior Account Executive, Academic Affairs/UNCTV, \$50,000, effective 4/18/2017 (vacant position)

Drew Smith, Major Gifts Officer, Academic Affairs/UNCTV, \$87,500, effective 8/7/2017 (vacant position)

AGENDA ITEM

- A-8. Informational Report: President's Delegated Faculty Promotion
and Tenure Conferral ReportMatthew Brody

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 Conferral at North Carolina Central University:

- Three (3) promotions and tenure conferrals;
- Three (3) tenure conferrals; and
- Nine (9) promotions from North Carolina Central University;

Faculty Promotion and Tenure Conferral at Elizabeth City State University:

- Five (5) promotions and tenure conferrals; and
- One (1) tenure conferral.

Faculty Promotion and Tenure Conferral at Fayetteville State University:

- Four (4) promotions and tenure conferrals.

Action: This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA
PRESIDENT'S DELEGATED FACULTY PROMOTION AND TENURE CONFERRAL REPORT

Actions effective 4/24/2017

North Carolina Central University

Promotion and Tenure Conferral

- Timothy Mulrooney, Assistant Professor to Associate Professor, Environmental, Earth, & Geospatial Sciences
- Fei Yan, Assistant Professor to Associate Professor, Chemistry & Biochemistry
- Zhiming Yang, Assistant Professor to Associate Professor, Chemistry & Biochemistry

Tenure Conferral

- Deepak Kumar, Professor, Pharmaceutical Services
- Ontario Wooden, Associate Professor, Allied Professions
- John Gant, Associate Professor, Library & Information Sciences

Promotion

- John Bang, Associate Professor to Professor, Environmental, Earth, & Geospatial Sciences
- Shawn Sendlinger, Associate Professor to Professor, Chemistry
- Gordana Vlahovic, Associate Professor to Professor, Environmental, Earth, & Geospatial Sciences
- Jessica Davis Ganao, Assistant Professor to Associate Professor, Criminal Justice
- Christopher Kimaru, Associate Professor to Professor, Public Administration
- Jonathan Livingston, Associate Professor to Professor, Psychology
- Harvey McMurray, Associate Professor to Professor, Criminal Justice
- April Dawson, Associate Professor to Professor, Law
- Kevin Foy, Associate Professor to Professor, Law

Actions effective 8/10/2017

Elizabeth City State University

Promotion and Tenure Conferral

- Kungpo Tao, Assistant Professor to Associate Professor, Business and Economics

- Boungh Jin Kang, Assistant Professor to Associate Professor, Education, Psychology and Health
- Sharon Raynor, Associate Professor to Professor, Language, Literature, and Communication
- Dolapo Adedeji, Assistant Professor to Associate Professor, Natural Sciences, Pharmacy, and Health
- Jeffrey Whelan, Assistant Professor to Associate Professor, Visual and Performing Arts

Tenure Conferral

- Anthony Emakalan, Associate Professor, Natural Sciences, Pharmacy, and Health

Actions effective 8/10/2017

Fayetteville State University

Promotion and Tenure Conferral

- Paul Boaheng, Assistant Professor to Associate Professor, Government and History
- Sarah Brightman, Assistant Professor to Associate Professor, Criminal Justice
- Perry Gillespie, Assistant Professor to Associate Professor, Math and Computer Science
- Catherine Barrett, Assistant Professor to Associate Professor, Middle Grades, Secondary, and Specialized Studies

AGENDA ITEM

- A-9. Informational Item: Changes to UNC SAAO Salary Range Groupings
(UNC Pembroke and Elizabeth City State University)Matthew Brody

Situation: The president has made a final determination on proposed changes to the UNC SAAO Tier I and SAAO Tier II salary range groupings for fiscal year 2017-2018, based on 2015 changes to the Carnegie classification of institutions of higher education.

Background: UNC uses the Carnegie classifications as the primary basis for grouping its constituent institutions, which are then used to establish common salary ranges for institutional administrators. Carnegie classifications were updated in 2015. The 2015 changes indicate that two constituent institutions should be moved to higher salary range groupings. These proposed changes will not impact Chancellor salary ranges which have separately defined internal peer groups, adopted by the Board in 2015 as part of the Buck study on executive compensation.

Specific proposed changes are that:

1. UNC Pembroke should be moved from Group 4 to Group 3. UNCP now qualifies as Carnegie classification "Master's Colleges & Universities: Larger Programs," along with UNC Wilmington, Appalachian State University, North Carolina Central University, and Western Carolina University.
2. Elizabeth City State University should be moved from Group 6 to Group 5. ECSU now qualifies as Carnegie classification "Master's Colleges & Universities: Small Programs." This qualification has more in common with UNC School of the Arts and UNC Asheville, respectively "Special Focus Four-Year" and "Baccalaureate Colleges" respectively.

Assessment: Relevant documents are attached for consideration:

1. A spreadsheet that shows the changes in the Carnegie Codes and how they impact the UNC salary range groupings.
2. An illustration of how the changes mentioned above would affect a typical SAAO Tier I salary range.

Action: This item is for information only.

2015 Carnegie Codes for UNC Constituent Institutions

Campus	2010	2015
ASU	Master's L: Master's Colleges and Universities (larger programs)	M1: Master's Colleges & Universities: Larger Programs
ECU	DRU: Doctoral/Research Universities	R2: Doctoral Universities: Higher Research Activity
ECSU	Bac/Diverse: Baccalaureate Colleges--Diverse Fields	M3: Master's Colleges & Universities: Small Programs
FSU	Master's M: Master's Colleges and Universities (medium programs)	M2: Master's Colleges & Universities: Medium Programs
NC A&T	DRU: Doctoral/Research Universities	R2: Doctoral Universities: Higher Research Activity
NCCU	Master's L: Master's Colleges and Universities (larger programs)	M1: Master's Colleges & Universities: Larger Programs
NCSU	RU/VH: Research Universities (very high research activity)	R1: Doctoral Universities: Highest Research Activity
UNCA	Bac/A&S: Baccalaureate Colleges--Arts & Sciences	Bac/A&S: Baccalaureate Colleges: Arts & Sciences Focus
UNC-CH	RU/VH: Research Universities (very high research activity)	R1: Doctoral Universities: Highest Research Activity
UNCC	DRU: Doctoral/Research Universities	R2: Doctoral Universities: Higher Research Activity
UNCG	RU/H: Research Universities (high research activity)	R2: Doctoral Universities: Higher Research Activity
UNCP	Master's M: Master's Colleges and Universities (medium programs)	M1: Master's Colleges & Universities: Larger Programs
UNCW	Master's L: Master's Colleges and Universities (larger programs)	M1: Master's Colleges & Universities: Larger Programs
UNCSA	Spec/Arts: Special Focus Institutions--Schools of art, music, and design	Spec/Arts: Special Focus Four-Year: Arts, Music & Design Schools
WCU	Master's L: Master's Colleges and Universities (larger programs)	M1: Master's Colleges & Universities: Larger Programs
WSSU	Master's M: Master's Colleges and Universities (medium programs)	M2: Master's Colleges & Universities: Medium Programs

Note: The Carnegie classification system does not include NCSSM, since it is a residential high school and not an institution of higher education. For NCSSM, GA-HR develops salary ranges that provide appropriate market positioning relative to the University's other constituent institutions.

Carnegie Classification Change

Current Peer Groups

Group 1 - NCSU & UNC-CH
 Group 2 - ECU, NCA&T, UNCC, UNCG
 Group 3 - ASU, NCCU, UNCW, WCU
 Group 4 - FSU, UNCP, WSSU
 Group 5 - UNCSA, UNCA
 Group 6 - ECSU, NCSSM

Proposed New Carnegie-based Groups

Group 1 - NCSU, UNC-CH
 Group 2 - ECU, NCA&T, UNCC, UNCG
 Group 3 - ASU, NCCU, **UNCP**, UNCW, WCU
 Group 4 - FSU, WSSU
 Group 5 - UNCSA, UNCA, **ECSU**
 Group 6 - NCSSM

CUPA Title		Salary Range Minimum	*** Market Range ***		Salary Range Maximum
			50th	75th	
[105000] Chief Acad Affrs Officer/Provost	Group 1	\$295,917	\$421,756	\$443,875	\$591,833
	Group 2	\$217,739	\$303,368	\$326,609	\$435,478
	Group 3	\$172,038	\$212,479	\$258,057	\$344,077
	Group 4	\$138,420	\$183,133	\$207,630	\$276,840
	Group 5	\$121,499	\$173,977	\$197,248	\$262,997
	Group 6	\$118,349	\$156,579	\$177,521	\$236,698
[107000] Chief Business Officer	Group 1	\$229,459	\$325,566	\$344,188	\$458,917
	Group 2	\$181,231	\$247,724	\$271,847	\$362,463
	Group 3	\$149,590	\$189,210	\$224,385	\$299,180
	Group 4	\$128,701	\$178,500	\$193,052	\$257,403
	Group 5	\$122,266	\$169,575	\$183,399	\$244,532
	Group 6	\$110,039	\$152,618	\$165,059	\$220,079
[113000] Chief Devel/Advanc Officer	Group 1	\$286,053	\$379,260	\$429,079	\$572,106
	Group 2	\$183,600	\$242,695	\$275,400	\$367,200
	Group 3	\$127,802	\$178,578	\$191,703	\$255,604
	Group 4	\$117,128	\$145,551	\$175,691	\$234,255
	Group 5	\$111,271	\$138,273	\$166,907	\$222,543
	Group 6	\$105,244	\$126,248	\$157,865	\$210,487



Old Range Groupings:	Range:		New Range Groupings:	Range:		
UNCP (Group 4)	\$128,701 to \$257,403		UNCP (Group 3)	\$149,590 to \$299,180		+16.23%
ECSU (Group 6)	\$110,039 to \$220,079		ECSU (Group 5)	\$122,266 to \$244,532		+11.11%