

January 25, 2018 at 1:00 p.m.
University of North Carolina General Administration
Center for School Leadership Development, Room 128
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. [Approval of the Minutes of December 13, 2017 and December 15, 2017](#)R. Doyle Parrish
- A-2. [Tutorial on Carnegie Classifications](#)..... Dan Cohen-Vogel
- A-3. [UNC Study on Equal Opportunity, Diversity, and Inclusion](#).....Matthew Brody
- A-4. [Informational Report: New UNC General Administration Appointments under Delegated Authority to the President](#).....Matthew Brody
- A-5. [Informational Report: Faculty Recruitment and Retention Fund Utilization under Delegated Authority to the President](#)Kimberly van Noort
- A-6. [Informational Report: UNC System Tenure Approvals under Delegated Authority to the President](#)Kimberly van Noort
- A-7. [Summary Report: EHRA Salary Adjustment and New Position Consultations with the Chairman of the Board and the Chair of the Committee on Personnel and Tenure](#).....Matthew Brody
- A-8. General Updates Matthew Brody and Junius Gonzales
 - a. Update on UNCA and WCU Chancellor Searches Lynn Duffy
 - b. Update on Study of Chancellor Search ProceduresMatthew Brody

CLOSED SESSION

- A-9. Approval of the Minutes of December 13, 2017 and December 15, 2017R. Doyle Parrish
- A-10. EHRA Salary Pre-Authorizations Requiring Approval or Consultation by the Committee on Personnel and TenureMatthew Brody
- A-11. Informational Report: EHRA Salary Adjustment Pre-Authorizations Delegated to the President or Her Designee.....Matthew Brody

A-12. Informational Report: EHRA Salary Adjustment and New Position
Consultations with the Chairman of the Board and the Chair of the
Committee on Personnel and TenureMatthew Brody

A-13. Faculty Appeals
a. Subcommittee Assignment..... R. Doyle Parrish
b. Faculty Subcommittee Report Pearl Burris-Floyd

A-14. Executive Personnel Matters.....Matthew Brody

OPEN SESSION

A-15. Chancellor’s Official Residences – Briefing.....Rick Whitfield

A-16. AdjournR. Doyle Parrish

DRAFT OPEN MINUTES

December 13, 2017

University of North Carolina General Administration
Center for School Leadership Development, Room 119
Chapel Hill, North Carolina

This meeting of the Committee on Personnel and Tenure was presided over by Chair R. Doyle Parrish. The following committee members, constituting a quorum, also participated either in person or by phone: Pearl Burris-Floyd, Leo Daughtry, Alexander Mitchell, Wendy Murphy, and Michael Williford.

Chancellors participating in person were Lindsay Bierman, Thomas Conway, Jr., and Randy Woodson.

Staff members present included Matthew Brody, Joanna Carey Cleveland, Junius Gonzales, Kimberly van Noort, and others from General Administration.

1. Call to Order

The chair called the meeting to order at 9:03 a.m. on Wednesday, December 13, 2017.

2. Motion to Approve Open Session Minutes (A-1)

The chair called for a motion to approve the Open Session minutes of November 2, 2017.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the Open Session minutes of November 2, 2017 as distributed.

Motion: Pearl Burris-Floyd

Motion carried

3. Informational Report: Faculty Recruitment and Retention Fund Utilization under Delegated Authority to the President (A-2)

The committee received an informational report on the Faculty Recruitment & Retention Fund. There was no discussion.

4. Informational Report: New UNC General Administration Appointments under Delegated Authority to the President (A-3)

The committee received an informational report on personnel actions delegated to the president. There was no discussion.

5. Annual Report of the Committee on Personnel and Tenure, Fiscal Year 2016-2017 (A-4)

Chair Parrish presented the committee's annual report from the prior fiscal year.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the Annual Report of the Committee on Personnel and Tenure, Fiscal Year 2016-2017 for submission to the Board.

Motion: Pearl Burris-Floyd

Motion carried

6. General Updates (A-5)

Mr. Brody discussed the study GA Human Resources is undertaking of the chancellor search process at the direction of the chair. This will result in recommendations to the committee on any applicable policy and process changes in early 2018. Mr. Brody also provided a general update on the status of the UNC Asheville and Western Carolina chancellor searches.

Dr. Gonzales updated the committee on the Faculty Fellowship Program. Three faculty members have been selected from NC A&T State University, Appalachian State University, and Fayetteville State University.

7. Closed Session

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Pearl Burris-Floyd

Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

(The complete minutes of the Closed Session are recorded separately.)

MOTION: Resolved, that the Committee on Personnel and Tenure return to Open Session.

Motion: Wendy Murphy

Motion carried

THE MEETING RESUMED IN OPEN SESSION.

8. Summary Report: EHRA Salary Adjustment and New Position Consultations with the Chairman of the Board and the Chair of the Committee on Personnel and Tenure (A-9)

The committee reviewed a high-level summary report on recent actions reviewed by Chair Bisette and Chair Parrish under the new salary and position consultation Process.

There being no further business, the meeting adjourned at 3:50 p.m.

December 15, 2017

University of North Carolina General Administration
Center for School Leadership Development, Room 128
Chapel Hill, North Carolina

This meeting of the Committee on Personnel and Tenure was presided over by Chair R. Doyle Parrish. The following committee members, constituting a quorum, were also present: Pearl Burris-Floyd, Leo Daughtry, Alexander Mitchell, Wendy Murphy, and Michael Williford.

Chancellors participating were Lindsay Bierman, Thomas Conway, Jr., and Randy Woodson.

Staff members present included Matthew Brody, Junius Gonzales, Joanna Carey Cleveland, and others from General Administration.

1. Call to Order

The chair called the meeting to order at 8:00 a.m. on Friday, December 15, 2017.

2. Deferred Report

The chair deferred a tutorial on Carnegie Classifications to the January meeting.

3. Legislatively-mandated Equal Opportunity and Diversity Study

Conduent HR Consulting provided the committee with an executive-level summary regarding the study on equal opportunity and diversity and inclusion staffing, policies, programs, and structure as required by the Appropriations Act of 2017. The full report will be presented to the committee and Board in January.

4. Salary Structure Analysis for UNC System Leadership and Chancellors

The UNC System Office of Human Resources engaged Conduent HR Consulting to review and revise the salary ranges for the president, chancellors, and certain UNC System senior leadership positions, which were previously set in 2015. The revised ranges use a proposed blended market adjustment increase of

3.46% to ensure that UNC remains competitive within the markets against which it competes for talent as of 2017.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the revised salary ranges and present to the Board for vote.

Motion: Leo Daughtry
Motion carried

5. Closed Session

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Wendy Murphy
Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

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

MOTION: Resolved, that the Committee on Personnel and Tenure return to open session.

Motion: Wendy Murphy
Motion carried

THE MEETING RESUMED IN OPEN SESSION.

Because the committee did not complete its scheduled business, the chair recessed the meeting until a time following the Committee on Business and Finance meeting on December 15, 2017. The committee will reconvene in Room 128 at that time.

6. Call to Order

The chair called the meeting to order again at 1:16 p.m. on Wednesday, December 15, 2017.

7. Closed Session

MOTION: Resolved, that the Committee on Personnel and Tenure move into closed session to prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes [N.C.G.S. 143-318.11(a)(1)]; establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. 143-318.11(a)(5)]; and consider the qualifications, competence, performance, or condition of

appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143-318.11(a)(6)].

Motion: Wendy Murphy

Motion carried

THE MEETING MOVED INTO CLOSED SESSION.

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

MOTION: Resolved, that the Committee on Personnel and Tenure return to open session.

Motion: Wendy Murphy

Motion carried

THE MEETING RESUMED IN OPEN SESSION.

There being no further business, the meeting adjourned at 2:20 p.m.

Pearl Burris-Floyd, *Secretary*

AGENDA ITEM

A-2. Informational Report: Carnegie Classification Dan Cohen-Vogel

Situation: The committee is being provided an overview of the Carnegie classification system, a framework for grouping colleges and universities with roughly comparable institutions.

Background: The Board of Governors, including the Committee on Personnel and Tenure, is often presented with university personnel salaries and other programmatic and demographic data in a manner that compares UNC constituent institutions to similar institutions nationally. Such comparisons are usually made to an institution's "Carnegie group." This presentation will explain the source of those groupings.

Assessment: The committee will hear a presentation on the Carnegie classification framework, including a slide deck that is being shared in advance and can serve as a future resource.

Action: This item is for information only.

Carnegie Classifications: Comparing to Similar Institutions

Personnel & Tenure Committee
January 25, 2018

Dr. Dan Cohen-Vogel, UNC-GA Data & Analytics

Carnegie Classification: Grouping Institutions

- Carnegie Classification is a commonly accepted framework representing institutional differences in higher education.
 - Started in 1970
 - Updated roughly every five years
 - Basic classification is based on institutional mission, size, and program mix. (For more see: <http://carnegieclassifications.iu.edu/methodology/basic.php>.)
- UNC institutions fall into 7 of the 33 Carnegie groups.



Salary Study Carnegie Groups

Basic Carnegie Classification	Institution
Doctoral Universities: Highest Research Activity	NCSU
	UNC-CH
Doctoral Universities: Higher Research Activity	ECU
	NCA&T
	UNCC
	UNCG
Master's Colleges & Universities: Larger Programs	ASU
	NCCU
	UNCP*
	UNCW
	WCU
Master's Colleges & Universities: Medium Programs	FSU
	WSSU
Master's Colleges & Universities: Small Programs	ECSU*
Baccalaureate Colleges: Arts & Sciences Focus	UNCA
Special Focus Four-Year: Arts, Music & Design Schools	UNCSA

Some UNC Uses of Carnegie Classification

When it is appropriate to say, “Compared to similar public institutions nationally,”

Specific uses:

- Tuition and fee comparisons
- Salary studies
- Delaware study of instructional costs
- Informing development of institutional peers

QUESTIONS?

AGENDA ITEM

- A-3. University of North Carolina Study on Equal Opportunity, Diversity,
and InclusionMatthew Brody

Situation: The Appropriations Act of 2017 (SB 257) requires the Board of Governors to study the University's equal opportunity, diversity, and inclusion policies, programs, staffing, and structure, and to report this information to the General Assembly's Joint Legislative Education Oversight Committee in January 2018 following approval of the study report by the Board of Governors.

Background: UNC General Administration (GA) partnered with Conduent HR Consulting (Conduent) to conduct the legislatively mandated study, which encompassed the following core activities: 1) Gathering data and information from all 17 UNC constituent institutions on how equal opportunity (EO) and diversity and inclusion (D&I) policies and programs are conducted, as well as the staffing numbers and costs associated with implementing, overseeing, and managing these activities; 2) Analyzing data and assessing the effectiveness of structure, process, workforce, culture, and technology; the cost of delivery of the services; and the feasibility of moving to a consolidated institutional model as proposed in the Appropriations Act; and 3) Developing recommendations both to streamline or otherwise improve existing structures, processes, workforce, culture, and technology associated with the delivery of EO and D&I services, and to increase transparency and effectiveness of EO and D&I services.

Assessment: Conduent and GA HR have finalized the detailed study report in concert with the constituent institutions, which can be accessed in its entirety by clicking on the link below. The full study report is being provided to the committee and the full Board prior to being submitted to the joint committee of the General Assembly as required.

- Link to report: [University of North Carolina Study on Equal Opportunity, Diversity, and Inclusion.](#)

Action: This item requires a vote by the committee and a vote by the full Board of Governors.

AGENDA ITEM

- A-4. 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 UNC General Administration.

Assessment: This meeting's report includes the following:

UNC General Administration Appointments:

- One (1) personnel appointment which is non-state funded.
- One (1) personnel appointment which is 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 November 15, 2017 to December 31, 2017:

UNC General Administration

Appointments

State-Funded Positions:

Rick N. Whitfield, Interim Senior Vice President for Finance and Budget, \$290,000, December 1, 2017 (vacant position)

Non-State Funded Positions:

Virginia Claus, Major Gifts Officer, UNC-TV, \$87,500 December 4, 2017 (vacant position)

AGENDA ITEM

- A-5. Informational Report: Faculty Recruitment and Retention Fund
Utilization under Delegated Authority to the President.....Kimberly van Noort

Situation: This is an informational report provided to the committee at each meeting pursuant to Section 200.6 of the UNC Policy Manual.

Background: Authority has been delegated to the president for approval of salary increases supported by the University of North Carolina Faculty Recruitment and Retention Fund.

Assessment: This month's report includes the following:

Faculty Retention and Recruitment Fund Expenditure:

- University of North Carolina at Charlotte, one (1) approved request
- University of North Carolina at Greensboro, one (1) approved request
- University of North Carolina at Pembroke, one (1) approved request
- University of North Carolina Wilmington, one (1) approved request

Remaining Balance of Fund

Note: Permanent adjustments to salary may be accomplished only with recurring funds. However, nonrecurring funds may be used for retention bonuses, research equipment and facilities, and other one-time inducements to counter outside offers. The remaining balances are:

\$310,000 in nonrecurring funds

\$507,843 for recurring funds

Action: This item is for information only.



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

University of North Carolina at Charlotte

Justin Conrad, Associate Professor in Political Science and Public Administration, \$12,900 from the Faculty Recruitment and Retention Fund and UNC-CH funding the cost of benefits
(\$105,000 **from** \$92,100 effective December 20, 2017)

University of North Carolina at Greensboro

Emily Janke, Associate Professor in Peace and Conflict Studies, \$8,635 from the Faculty Recruitment and Retention Fund and UNCG funding a portion of the salary and the cost of benefits
(\$105,544 **from** \$95,949 effective December 20, 2017)

University of North Carolina at Pembroke

Ben Bahr, William C. Friday Chair and Distinguished Professor in Microbiology, \$12,500 from the Faculty Recruitment and Retention Fund and UNCP funding a portion of the salary and the cost of benefits
(\$175,000 **from** \$159,847 effective December 20, 2017)

University of North Carolina Wilmington

Pete Schuhmann, Professor in Economic and Finance, \$29,500 from the Faculty Recruitment and Retention Fund and UNCW funding the cost of benefits
(\$136,802 **from** \$107,302 effective December 7, 2017)

AGENDA ITEM

A-6. Informational Report: President's Delegated Faculty Promotion
and Tenure Conferral Report Matthew 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:

- Two (2) 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 12/15/2017

North Carolina Central University

Tenure Conferral

- Eun Park, Professor of Mathematics and Associate Provost and Dean for Research and Sponsored Programs
- William Wiener, Brenda Brodie Endowed Professor, Curriculum and Instruction

AGENDA ITEM

- A-7. Summary Report: EHRA Salary Adjustment and New Position
Consultations with the Chairman of the Board and the Chair of the
Committee on Personnel and TenureMatthew Brody

Situation: Section 35.24 of the Current Operations Appropriations Act of 2017 established a requirement that, as of July 1, 2017, the Board of Governors monitor certain human resource transactions and be consulted prior to those actions taking effect.

Background: Consistent with the authority delegated to the President, and as required by G.S. 116-17.3, the UNC System Human Resources Division shall pre-review and submit for Board of Governors' reporting and consultation any proposed salary actions as follows:

- Where either the June 30 or newly proposed total annual compensation for the employee is \$100,000 or greater, and where the newly proposed total annual compensation for the employee is 5% or greater of the June 30 total annual compensation.
- Any new position when the position budget is \$70,000 or greater.

Assessment: The monitoring and consultation with the Board of Governors shall consist of a regular report shared electronically with the Chair of the Board of Governors and the Chair of the Committee on Personnel and Tenure, which is copied to the President. The Chair of the Board of Governors and the Chair of the Committee on Personnel and Tenure shall flag any proposed actions for more detailed review and consultation with the Vice President for Human Resources. The results of their review and consultation will be reported in detail to the committee at the following meeting, and then summarized in a report for the larger Board.

The attached summary report, for the Board, covers items reviewed under this process since the last committee meeting. The summary report is broken into two sections, representing statistics on salary increase and new position requests. Metrics include total counts, average percentages, campus breakdown, as well as a comparison to the overall group populations.

Action: This item is for information only.

BOG Salary and Position Consultation: Summary Sheet
December 1, 2017 and December 15, 2017

Salary Consultation

Required on any salary increase that is 5% or greater on a proposed salary of \$100,000 or greater.

Total Salary Increases by Employee Type	Increases This Period	Total Employees	Percent of Total
EHRA Non-Faculty	33	9,335	0.35%
Faculty	53	13,516	0.39%
TOTAL	86	22,851	0.38%

Category of Salary Approval	Increases This Period	Average % Increase from Current Salary
Promotion from National Recruitment: <i>Selected for externally recruited job vacancy</i>	15	36.08%
Promotion from Campus-Only Posting or EHRA Waiver: <i>Selected for internally recruited job vacancy, Faculty Rank Promotion, or was issued an EHRA Waiver</i>	13	7.71%
Retention: <i>Proven recruitment activity from another employer</i>	8	13.63%
Additional Duties: <i>Reclassification of job or permanent additional duties</i>	21	8.48%
Temporary Additional Duties: <i>Temporary Increase in Job Duties or Responsibilities</i>	16	10.83%
Market or Equity Increase: <i>Bringing salary in line with existing range or peer employees.</i>	9	6.97%
Other: <i>Distinguished faculty award</i>	4	7.12%
Total	86	12.97%

Total Salary Increases By Campus (By Size of Campus)	Increases This Period
UNC-CH	47
ECU	8
UNCC	7
NCSU	6
WSSU	3
UNCA	3
UNCG	3
UNCW	2
UNCP	2
ASU	1
NCCU	1
NC A&T	1
WCU	1
UNC-GA	1
TOTAL	86

Position Consultation

Required on any new position with a budgeted salary of \$70,000 or greater.

Total New Positions Created	
New EHRA Non-Faculty Positions	40
New EHRA Faculty Positions	20
New SHRA Positions	8
New Non-Permanent Positions	1
TOTAL	69