

University of North Carolina Study on Equal Opportunity, Diversity and Inclusion

**Executive Summary for
Committee on Personnel and Tenure**

January 2018

Impetus for the Study

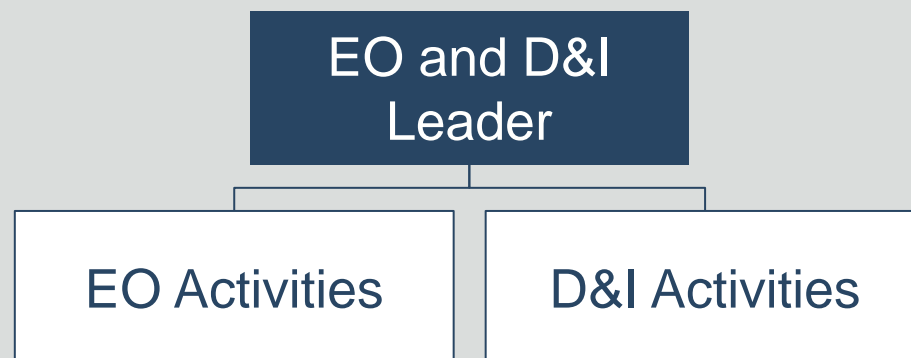
Appropriations Act of 2017 – SL2017-57 directed UNC General Administration (GA) to:

- Conduct an analysis of the efficiency, effectiveness, and transparency with which each of the 17 UNC constituent institutions are delivering Equal Opportunity (EO) and Diversity & Inclusion (D&I) services
- Evaluate the feasibility of potentially consolidating these services within a single office headed by a single senior officer at each constituent institution

Tailored EO and D&I Approaches

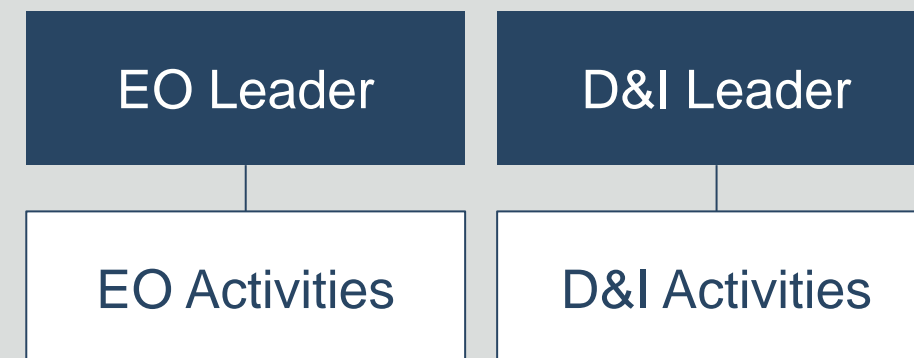
The EO and D&I operating model and organizational structure varies across the constituent institutions depending on what each Chancellor and his/her leadership teams believe to most appropriately meet the needs of the institution's stakeholders.

6 constituent institutions operate with a **centralized** EO and D&I operating model



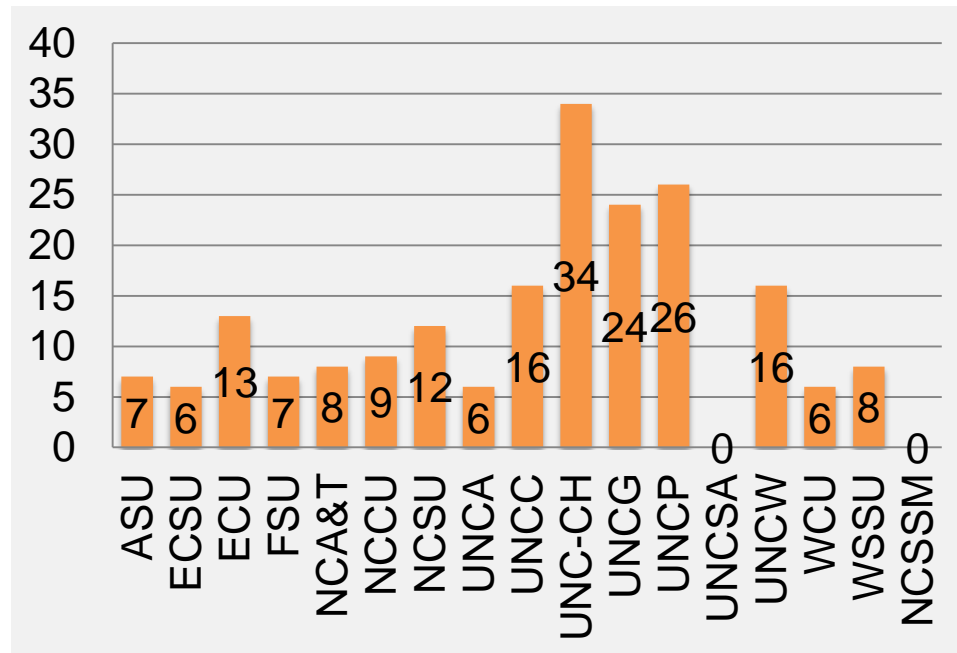
ECSU, FSU, NCSSM, NCSU, UNC-CH, UNCSA

11 constituent institutions operate with a **decentralized** EO and D&I operating model



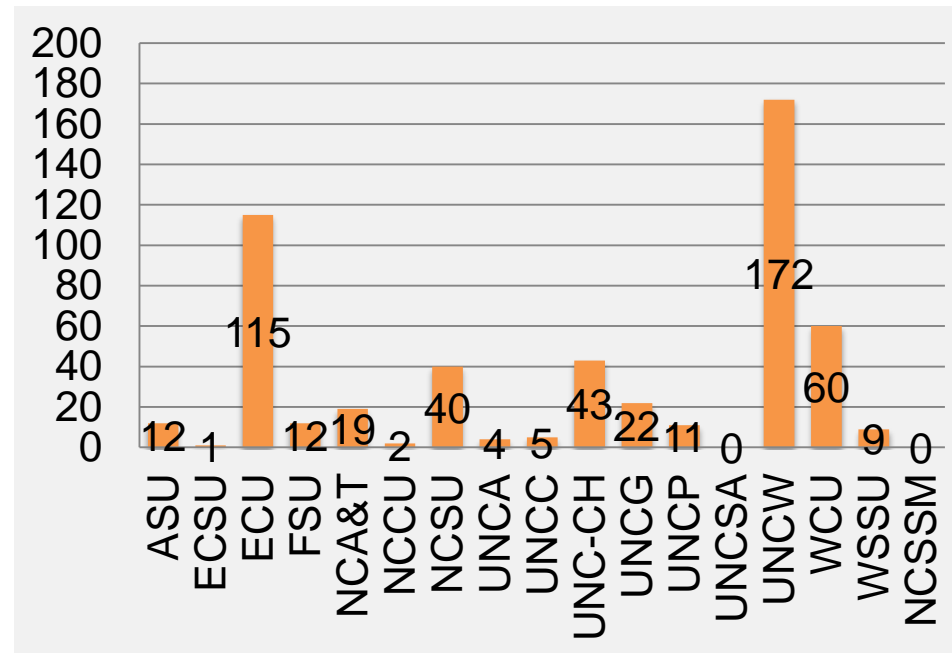
ASU, ECU, NCA&T, NCCU, UNCA, UNCC, UNCG, UNCP, UNCW, WCU, WSSU

Varied Policies, Programs & Positions

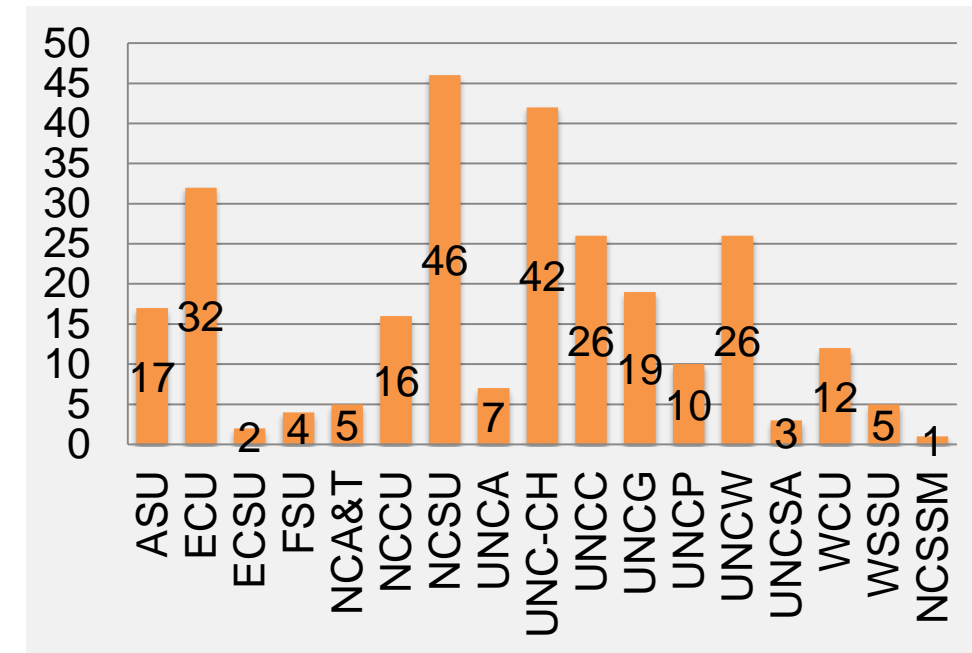


198* EO and D&I-related institution-specific **policies** were reported – in addition to 11 system-wide policies.

*Of UNC-CH's 34 noted policies, 20 are diversity statements for units or schools.



527 EO and D&I-related **programs** were reported.



273 positions were reported that performed EO, D&I or some combination of EO and D&I-related duties.

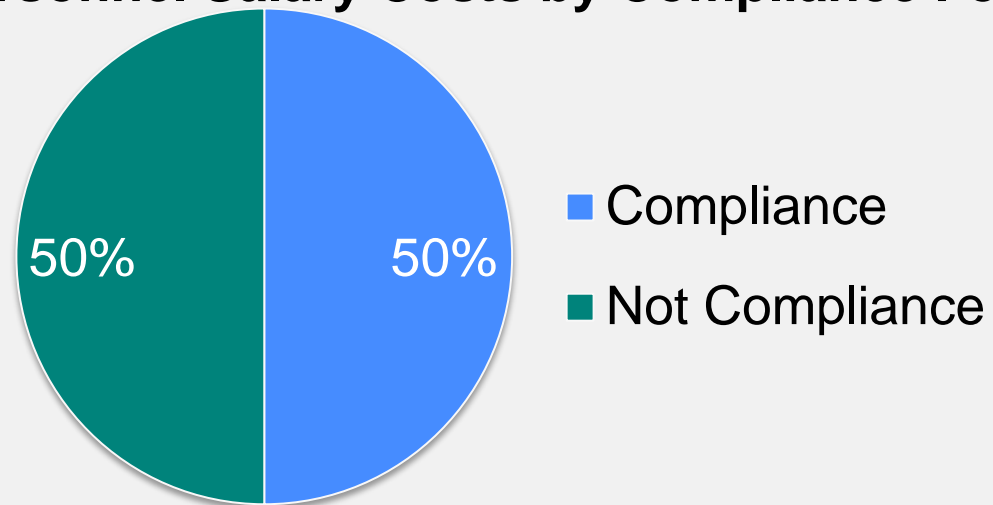
EO and D&I: Related, but Distinct

Equal Opportunity (EO) is the right for individuals to be considered for admission to, employment by, and promotion within the institution on the basis of merit, experience and qualifications, without unlawful or impermissible discrimination with respect to Federal or UNC constituent institution protected classes.

Diversity & Inclusion (D&I) Diversity & Inclusion (D&I) represents the efforts undertaken to create an institutional culture and environment that offers safety, acceptance, support, tolerance and respect for individuals as they pursue their academic, research and professional ambitions and interests regardless of their diverse backgrounds, personal characteristics and beliefs, including, *but not limited to*, both federal and UNC constituent institution protected classes.

Costs by Compliance Focus

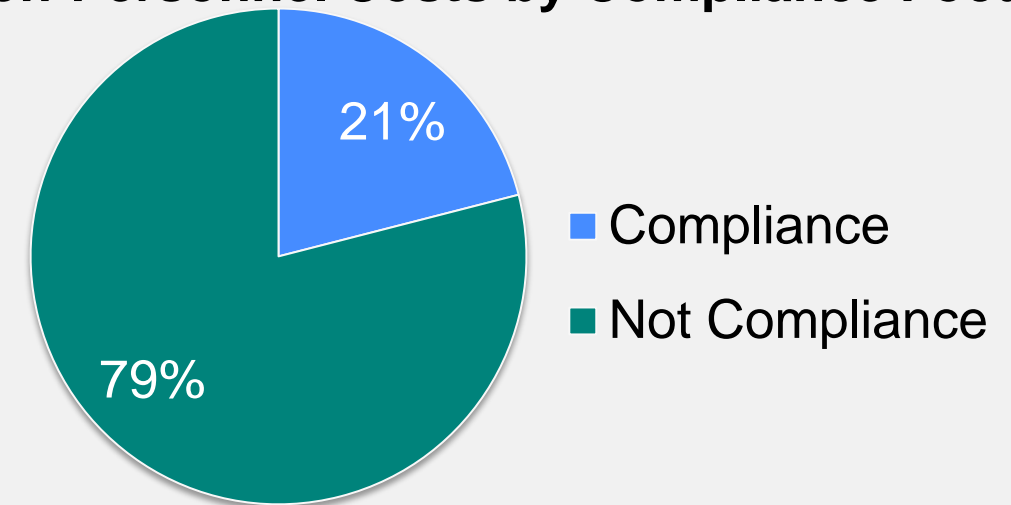
Personnel Salary Costs by Compliance Focus



Of the \$14,713,412 EO and D&I personnel salary costs*, **\$7,336,656** (50%) are spent on compliance-related duties and **\$7,376,756** (50%) are spent on duties not related to compliance.

*EO and D&I personnel salary costs reported reflect the EO and D&I portion of 2016-17 annual budgeted actual salaries. They do not include fringe benefits, which are estimated to be \$5,467,663 for this population.

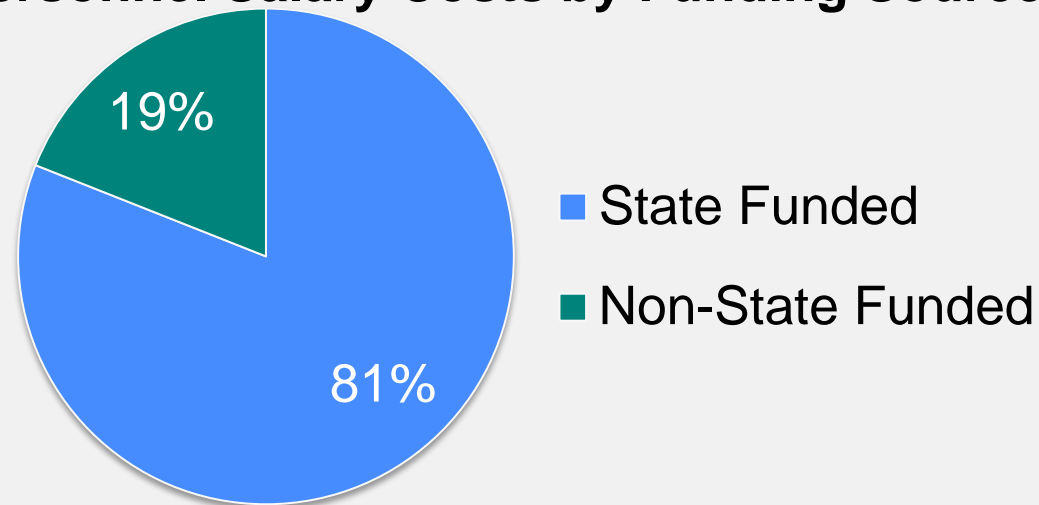
Non-Personnel Costs by Compliance Focus



Of the \$1,902,312 EO and D&I non-personnel costs, **\$397,954** (21%) are spent on compliance-related activities and **\$1,504,358** (79%) are spent on activities not compliance-related.

Costs by Funding Source

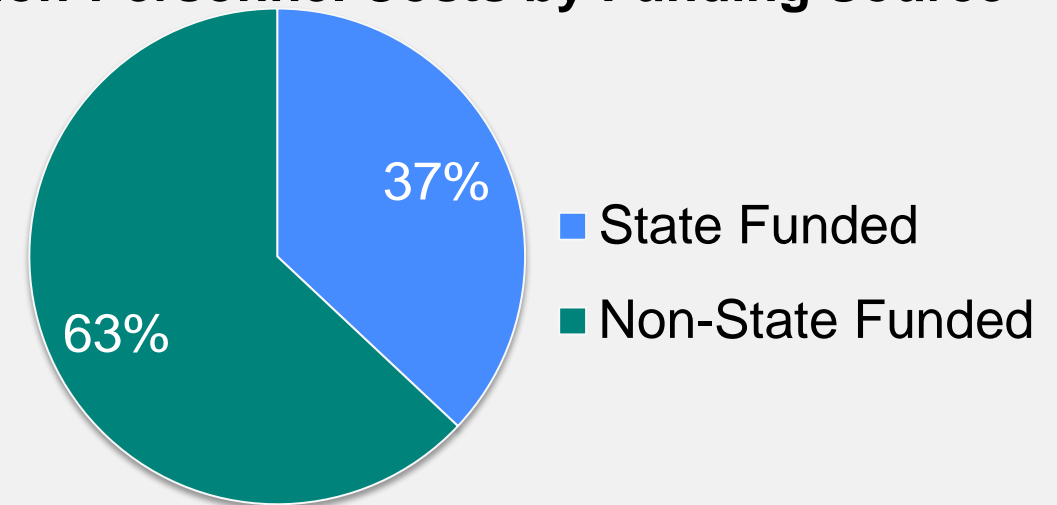
Personnel Salary Costs by Funding Source



Of the \$14,713,412 EO and D&I personnel salary costs, **\$11,843,689** (81%) are state funded and **\$2,869,721** (19%) are non-state funded.*

*As a result of rounding, the total amount is \$2 more than the two breakdown amounts combined.

Non-Personnel Costs by Funding Source



Of the \$1,902,312 EO and D&I non-personnel costs, **\$697,570** (37%) are state funded and **\$1,204,742** (63%) are non-state funded.

Summary Recommendations

Summary Finding: The distinction between EO and D&I, as well as the current variety of institution needs, would make consolidation of EO and D&I functions on each campus operationally challenging and may increase institutional risk.

Alternative Recommendations:

- Senior-level administrator as overall **coordinator** for EO and D&I functions at each institution
- Greater EO and D&I **guidance and support from GA**, including more consistent policies
- **Measurement** of EO and D&I outcomes utilizing system-wide surveys and system(s)
- **Shared services** for EO and D&I, housed at GA or within one of the larger institutions

