



MEETING OF THE BOARD OF GOVERNORS  
Committee on Personnel and Tenure

May 21, 2018 at 3:00 p.m.  
University of North Carolina System Office  
Spangler Center, Board Room  
Chapel Hill, North Carolina

## AGENDA

### OPEN SESSION

- A-1. [Approval of the Minutes of March 22, 2018](#) ..... Doyle Parrish
- A-2. Informational Reports..... Doyle Parrish
  - a. [New UNC System Office and SAAO-I Appointments Under Delegated Authority to the President](#)..... Matthew Brody
  - b. [Faculty Recruitment and Retention Fund Utilization Under Delegated Authority to the President](#)..... Kimberly van Noort
  - c. [Summary of EHRA Salary Adjustments and New Position Consultations with the Chair of the Board and the Chair of the Committee on Personnel and Tenure](#)..... Matthew Brody
- A-3. [Summary of FY 2017-2018 EHRA Annual Raise Process](#)..... Matthew Brody
- A-4. [Annual Post-Tenure Review Report](#)..... Kimberly van Noort

### CLOSED SESSION

- A-5. Approval of the Closed Session Minutes of March 22, 2018..... Doyle Parrish
- A-6. EHRA Salary Pre-Authorizations Requiring Approval by the Committee on Personnel and Tenure..... Matthew Brody
- A-7. Informational Reports..... Doyle Parrish
  - a. EHRA Salary Adjustment Pre-Authorizations Delegated to the President or Her Designee ..... Matthew Brody
  - b. EHRA Salary Adjustment and New Position Consultations with the Chair of the Board and the Chair of the Committee on Personnel and Tenure ..... Matthew Brody

### OPEN SESSION

- A-8. Adjourn ..... Doyle Parrish

## DRAFT MINUTES

March 22, 2018  
University of North Carolina Wilmington  
Burney Center, Ballroom C  
Wilmington, North Carolina

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

Chancellors participating were Lindsay Bierman, Thomas Conway, Jr., and Randy Woodson. Dawn Brown, chair of the UNC Staff Assembly, and Gabriel Lugo, chair of the UNC Faculty Assembly, were also in attendance.

Staff members present included Matthew Brody, Joanna Carey Cleveland, Junius Gonzales, Kimberly van Noort, and others from the UNC System Office.

---

### 1. Call to Order and Motion to Move into Closed Session

The chair called the meeting to order at 8:03 a.m. on Thursday, March 22, 2018 and called for a motion to move into 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)]; to 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 to 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:** Leo Daughtry  
**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.

## **2. Motion to Approve Minutes (Item A-9)**

The chair called for a motion to approve the open session minutes of January 25, 2018.

**MOTION:** Resolved, that the Committee on Personnel and Tenure approve the open session minutes of January 25, 2018, as distributed.

**Motion:** Pearl Burris-Floyd

**Motion carried**

## **3. Informational Reports (A-10)**

The committee received informational reports on new UNC System Office SAO-I appointments under delegated authority to the president; faculty recruitment and retention fund utilization under delegated authority to the president; and EHRA salary adjustments and new position consultations with the chair of the Board and the chair of the committee. There was no discussion.

## **4. Update on Equal Opportunity, Diversity, and Inclusion Workgroup (A-11)**

The committee chair announced that a Personnel and Tenure Subcommittee on Equal Opportunity, Diversity, and Inclusion has been appointed by Chair Bissette. The subcommittee will be chaired by Wendy Murphy and members will be Kellie Hunt Blue, Robert Bryan, Steven Long, and William Webb. The subcommittee is charged with reviewing the recommendations included in the University's recently completed equal opportunity, diversity, and inclusion report, which was submitted to the General Assembly on January 31, 2018, and making recommendations to the committee for ultimate approval by the Board at the May meeting.

## **5. General Updates (A-12)**

Matthew Brody updated the committee on a review of the chancellor search process. President Spellings stated that recommendations and options for relevant policy and process changes would be brought forward for consideration to the committee at the May meeting.

Mr. Brody updated the committee on the status of the specific chancellor searches at Western Carolina University and the University of North Carolina at Asheville.

Mr. Brody also presented a high-level summary of the System-wide employee engagement survey. Further, and more extensive, information will be presented in the coming months.

Junius Gonzales updated the committee on the department chair survey, which has provided many ideas on training opportunities.

There being no further business, the meeting adjourned at 9:09 a.m.

---

Pearl Burris-Floyd, Secretary

**AGENDA ITEM**

A-2a. Informational Report: New UNC System Office Appointments 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:** 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 System Office.

Section 600.3.4 of the UNC Policy Manual delegates authority to the president to create senior academic and administrative officer positions (Tier I) within the System.

**Assessment:** This meeting's report includes the following:

**UNC System Office Appointments:**

- Two personnel appointments which are non-state funded.
- Three personnel appointments which are state-funded.

**System SAAO-I Appointments**

- Two SAAO-I Position Reclassifications
- One SAAO-I Duty Update

**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 February 23, 2018 – May 7, 2018:

### **UNC System Office**

#### **Appointments**

##### **State Funded Positions:**

Elizabeth Reilley, Director of Data Analysis & Policy Research, \$102,000, March 6, 2018 (new position)

Jason Tyson, Director of Media Relations, \$68,000, March 30, 2018 (new position)

Elizabeth Morra, Vice President for Federal Relations, \$230,000, April 23, 2018 (vacant position)

##### **Non-State Funded Positions:**

Stephanie Moore, On-Air Fundraising Producer, \$62,000, April 30, 2018 (vacant position)

Kimberly Mitchell, Director for Student Development & Association of Student Government Advisor, \$77,000, May 7, 2017 (vacant position) (65% non-state funds & 35% state funds)

### **New or Modified UNC System SAAO-I Positions or Appointments**

#### **UNCW:**

Reclassified Position – Dean, Graduate School. Retitled existing SAAO-I position “Associate Provost & Dean of Graduate School” to “Dean of Graduate School.” Campus growth and expansion of programmatic offerings have created a business need to separate these two functions under distinct classifications.

#### **ECU:**

Duty update – Dean, College of Business. Following a resignation, the Division of Academic Affairs has updated the position’s job description to include changes in job duties and the minimum and preferred qualifications. The role and function of the job remains the same.

**UNC System Office**

Reclassified Position – Assistant Vice President of Financial Planning and Analysis. Budgeted salary \$120,000 (87% state funds, 13% non-state funds). Reclassified from existing position of Director of Financial Planning and Analysis. Due to an ongoing increase of informational requests from the State Fiscal Research Division and the Office of State Budget Management, this position has been elevated from a director—who independently managed these reporting functions—to an assistant vice president who will be able to lead staff, resources, and workload needed to meet these requests.

**AGENDA ITEM**

## A-2b. 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 System Faculty Recruitment and Retention Fund.

**Assessment:** This month's report includes the following:

**Faculty Retention and Recruitment Fund Expenditure:**

- North Carolina State University, one approved request
- North Carolina Central University, one approved request
- University of North Carolina at Asheville, one approved request
- University of North Carolina at Chapel Hill, two approved requests
- University of North Carolina at Charlotte, two approved requests.
- The University of North Carolina at Greensboro, four approved requests

**Remaining Balance of Funds**

Note: Permanent adjustments to salary may be accomplished only with recurring funds. However, consistent with Board and institutional policies, 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:

**\$183,947** in nonrecurring funds

**\$152,276** for recurring funds

**Action:** This item is for discussion only.



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

**North Carolina State University**

Michael Dickey, Assistant Professor in Chemical and Biomolecular Engineering, \$7,581 from the Faculty Recruitment and Retention Fund and NC State funding the cost of benefits  
(\$149,019 **from** \$133,857 effective March 7, 2018)

**North Carolina Central University**

Deepak Kumar, Professor in Department of Pharmaceutical Sciences and Director of the Julius L. Chambers Biomedical Biotechnology Research Institute at NCCU, \$30,000 from the Faculty Recruitment and Retention Fund and NCCU funding the cost of benefits  
(\$222,000 **from** \$192,000 effective April 1, 2018)

**University of North Carolina at Asheville**

Leah Matthews, Distinguished Professor of Economics at UNCA, \$25,000 from the Faculty Recruitment and Retention Fund and UNCA funding the cost of benefits  
(\$121,297 **from** \$96,297)

**University of North Carolina at Chapel Hill**

Kari North, Professor and in Epidemiology, \$10,000 from the Faculty Recruitment and Retention Fund and UNC-CH funding a portion of the salary and the cost of benefits  
(\$240,000 **from** \$201,986 effective March 7, 2018)

Suzanne Maman, Professor in Health Behavior, \$10,000 from the Faculty Recruitment and Retention Fund and UNC-CH funding a portion of the salary and the cost of benefits  
(\$230,000 **from** \$161,729 effective March 7, 2018)

**University of North Carolina at Charlotte**

Allison Amidei, Assistant Professor in Architecture, \$6,930 from the Faculty Recruitment and Retention Fund and UNCC funding the cost of benefits  
(\$73,000 **from** \$66,070 effective March 19, 2018)

SungJune Park, Professor in Business Information Systems and Operations Management, \$14,837 from the Faculty Recruitment and Retention Fund and UNCC funding the cost of benefits  
(\$150,000 **from** \$135,163 effective March 21, 2018)



**The University of North Carolina at Greensboro**

Holly Jones, Associate Professor in English, \$9,000 from the Faculty Recruitment and Retention Fund and UNCG funding the cost of benefits

(\$79,979 **from** \$70,979 effective March 20, 2018)

Amanda Tanner, Associate Professor in Public Health & Education, \$13,155 from the Faculty Recruitment and Retention Fund and UNCG funding the cost of benefits

(\$95,000 **from** \$81,845 effective April 1, 2018)

Sharon Morrison, Associate Professor in Public Health & Education, \$10,121 from the Faculty Recruitment and Retention Fund and UNCG funding the cost of benefits

(\$90,000 **from** \$79,879 effective April 1, 2018)

Kristine Lundgren, Associate Professor in Communication Sciences & Disorders, \$24,000 from the Faculty Recruitment and Retention fund and UNCG funding the cost of benefits

(\$125,899 **from** \$101,899)

**AGENDA ITEM****A-2c. Summary of EHRA Salary Adjustments and New Position Consultations  
with the Chair of the Board and the Chair of the Committee**

on Personnel and Tenure ..... Matthew 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 Office of Human Resources 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, and 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 covers items reviewed under this process since the last committee meeting. The summary report is broken into two sections, with one representing statistics on salary increase and the other representing new position requests. Metrics include total counts, average percentages, a breakdown by institution, and a comparison to the overall group populations.

**Action:** This item is for information only.

BOG Salary and Position Consultation: EHRA Summary Sheet  
March 1, 2018 through April 24, 2018

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	36	9,335	0.39%
Faculty	48	13,516	0.36%
<b>TOTAL</b>	<b>84</b>	<b>22,851</b>	<b>0.37%</b>

Category of Salary Approval	Increases This Period	Average % Increase from Current Salary
<b>Promotion from National Recruitment:</b> <i>Selected for externally recruited job vacancy</i>	14	21.57%
<b>Promotion from Campus-Only Posting or EHRA Waiver:</b> <i>Selected for internally recruited job vacancy, Faculty Rank Promotion, or was issued an EHRA Waiver</i>	5	9.78%
<b>Retention:</b> <i>Proven recruitment activity from another employer</i>	14	16.19%
<b>Additional Duties:</b> <i>Reclassification of job or permanent additional duties</i>	18	7.54%
<b>Temporary Additional Duties:</b> <i>Temporary Increase in Job Duties or Responsibilities</i>	17	13.00%
<b>Market or Equity Increase:</b> <i>Bringing salary in line with existing range or peer employees.</i>	8	10.00%
<b>Other:</b> <i>Distinguished faculty award</i>	8	8.87%
<b>Total</b>	<b>84</b>	<b>12.42%</b>

Total Salary Increases By Institution (By Size of Campus)	Increases This Period
UNC-CH	28
NC State	14
N.C. A&T	4
ECU	8
UNCC	10
ASU	5
WCU	1
UNCA	2
NCCU	3
UNCP	1
UNCG	1
WSSU	1
UNCW	2
UNC System Office	4
<b>TOTAL</b>	<b>84</b>

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	37
New EHRA Faculty Positions	19
New SHRA Positions	1
New Non-Permanent Positions	0
<b>TOTAL</b>	<b>57</b>

**AGENDA ITEM**

A-3. Summary of FY 2017-2018 EHRA Annual Raise Process..... Matthew Brody

**Situation:** This is an informational report provided to the Committee on the 2017-2018 EHRA Annual Raise Process (“ARP”).

**Background:** Each constituent institution had the option to conduct an annual EHRA ARP at the chancellors’ discretion for faculty and EHRA non-faculty employees utilizing campus-based resources. ARPs were permitted to be retroactive to July 1, 2017 for permanent EHRA employees and could not exceed 5% of the employee’s June 30, 2017 salary without prior authorization of the Board of Governors. The ARP was designed to focus primarily on meritorious performance, documented examples of high contribution, and retention of key personnel. Secondary considerations included equity and labor market adjustments.

**Assessment:** The attached report contains aggregate data on campus EHRA ARPs broken down by EHRA Faculty and EHRA Non-Faculty, and includes information on:

1. Total campus ARPs.
2. Sum of total campus ARP increases.
3. Average campus ARP increase by dollar.
4. Average campus ARP increase by percentage.

**Action:** This item is for information only.

## Summary: EHRA Annual Raise Process Increases - FY17-18

Institution	Number of Increases	Sum of Total Amount Increase from Prior Salary:	Average of Total Amount Increase from Prior Salary	Average of Percent Increase from Prior Salary:
ASU	1192	\$ 1,832,069	\$ 1,537	2.31%
ECSU	102	\$ 185,071	\$ 1,814	2.55%
ECU	23	\$ 32,829	\$ 1,427	1.14%
FSU	333	\$ 633,509	\$ 1,902	2.06%
N.C. A&T	627	\$ 1,173,962	\$ 1,872	2.30%
NCCU	571	\$ 1,282,235	\$ 2,246	3.59%
NCSSM	127	\$ 371,124	\$ 2,922	3.30%
NC State	3126	\$ 5,606,224	\$ 1,793	2.19%
UNCA	358	\$ 369,254	\$ 1,031	1.57%
UNCC	1481	\$ 4,204,239	\$ 2,839	3.40%
UNC-CH	3553	\$ 11,258,066	\$ 3,169	2.87%
UNCG	1033	\$ 1,748,350	\$ 1,692	2.30%
UNCP	352	\$ 537,766	\$ 1,528	2.32%
UNCSA	141	\$ 271,038	\$ 1,922	2.83%
UNCW	790	\$ 1,623,567	\$ 2,055	2.80%
WCU	676	\$ 719,063	\$ 1,064	1.67%
WSSU	125	\$ 200,443	\$ 1,604	2.05%
UNC System Office	75	\$ 253,449	\$ 3,379	2.53%
Grand Total	14685	\$ 32,302,258	\$ 2,200	2.56%

**AGENDA ITEM**

A-4. Performance Review of Tenured Faculty ..... Kimberly van Noort

- Situation:** The attached documents reflect the annual Performance Review of Tenured Faculty, or “post-tenure review.”
- Background:** These processes on campuses are intended to support and encourage excellence among tenured faculty by recognizing and rewarding exemplary faculty performance and provide a clear plan and timetable for improvement of performance of faculty found deficient. Revisions to policy and guidelines were approved in 2014.
- Assessment:** A total of 801 faculty were reviewed over the past year, of which 17 were deemed to not meet expectations based on Board and institutional criteria.
- Action:** This item is for information only.



## **REPORT: PERFORMANCE REVIEW OF TENURED FACULTY REPORT**

May 21, 2018

University of North Carolina System  
Chapel Hill, North Carolina

# Introduction

Since 1998, the Division of Academic Affairs has collected campus data on the outcomes of post-tenure review of faculty.<sup>1</sup> The policy and guidelines for Performance Review of Tenured Faculty, or post-tenure review, were adopted by the Board of Governors of the University of North Carolina in 1997 and strengthened in 2014.<sup>2</sup> The 2014 update included guidelines that “assure the continuing rigorous application of post-tenure review as intended by the Board of Governors.” The policy states that it is intended “to support and encourage excellence among tenured faculty” by:

- Recognizing and rewarding exemplary faculty performance;
- Providing for a clear plan and timetable for improvement of unsatisfactory faculty performance; and
- Including a recommendation for discharge, in the most serious cases, of those whose performance remains unsatisfactory, providing for the imposition of appropriate sanctions.

The University of North Carolina System institutions developed their own policies and procedures within the Board of Governors' requirements, which included the following:

- Ensuring a cumulative review no less frequently than every five years for each tenured faculty member;
- Involving peers as reviewers;
- Including written feedback to faculty members as well as a mechanism for faculty response to the evaluation; and
- Requiring individual development or career plans for each faculty member receiving less than satisfactory ratings in the cumulative review, including specific steps designed for improvement, a specified timeline for development, and a clear statement of consequences should improvement not occur within the designated timeline.

This report summarizes the outcomes of post-tenure reviews conducted during the 2016-17 fiscal year at the fifteen UNC System institutions that grant tenure. The highlights from this report include:

- 801 tenured faculty underwent performance reviews conducted by their peers in 2016-17
  - 345 faculty were found to exceed expectations (43.1%)
  - 439 faculty were found to meet expectations (54.8%)
  - 17 faculty were found to not meet expectations (2.1%)

---

<sup>1</sup>University of North Carolina School of the Arts and North Carolina School of Science and Mathematics do not award tenure.

<sup>2</sup>Sections 400.3.3 and 400.3.3.1 [G] of the UNC Policy manual.



## Outcomes of Performance Reviews

As part of the 19<sup>th</sup> year in which reviews have been conducted, information for 2016-17 post-tenure review activities was collected from UNC System institutions. Across institutions, tenured faculty accounted for approximately 35% of all faculty and those eligible for post-tenure reviews (tenured faculty with more than five years of tenure) accounted for approximately 20% of all faculty.

As summarized in Table 1, 801 tenured faculty members across the System were reviewed in 2016-17, 17 (2.1%) of whom were found to “not meet expectations” based on criteria established by the Board of Governors and individual institutions. Table 1 includes information on the outcomes of post-tenure performance review reported by UNC System institutions for the last 10 years.

**Table 1. Ten-Year Post-Tenure Review Trends, 2007-08 to 2016-17**

Year	# Faculty Reviewed	# of Faculty Not Meeting Expectations	% Not Meeting Expectations
2007-08	648	21	3.2%
2008-09	1,178	22	1.9%
2009-10	666	22	3.3%
2010-11	690	18	2.6%
2011-12	779	30	3.9%
2012-13	698	24	3.4%
2013-14	1,434	38	2.6%
2014-15	715	16	2.2%
2015-16	772	21	2.7%
2016-17	801	17	2.1%
10-Year Total	8,381	229	2.7%

Source: Survey of tenure-granting UNC institutions, April 2018

The increases in total faculty reviewed in 2008-09 and 2013-14 deserve a note of explanation. From the beginning of the post-tenure review process, the majority of East Carolina University's (ECU) academic units chose to review tenured faculty in the same year. Thus, they have reviewed most faculty across the institution every fifth year. This is in contrast to other institutions, which choose to review a subset of tenured faculty every year. Going forward, some units within ECU are adjusting their policy to conduct performance reviews for groups of tenured faculty each year, with the next block review process in place for the majority of academic departments scheduled for 2018-19.

Table 2 shows the number of faculty found unsatisfactory in post-tenure performance reviews at each campus over the past ten years.

**Table 2: Number of Faculty Not Meeting Expectations in Post-Tenure Reviews: 2007-08 to 2016-17**

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total Faculty Not Meeting Expectations
ASU	1	2	2	3	2	2	2	1	-	1	16
ECU	-	4	-	-	-	-	16	-	-	-	20
ECSU	2	-	1	1	-	-	1	-	-	-	5
FSU	-	-	-	-	1	2	1	-	-	-	4
N.C. A&T	2	3	-	2	2	-	3	3	-	-	15
NCCU	2	3	6	1	1	1	2	-	2	3	21
NC State	6	6	2	5	7	7	4	2	5	3	47
UNCA	1	-	3	1	-	2	1	2	2	2	14
UNC-CH	3	3	5	4	13	7	5	4	8	3	55
UNCC	1	-	1	-	-	3	1	2	-	4	12
UNCG	2	-	-	-	1	-	-	-	-	-	3
UNCP	-	-	2	-	-	-	1	-	1	1	5
UNCW	-	-	-	-	1	-	1	1	-	-	3
WCU	1	1	-	1	2	-	-	1	2	-	8
WSSU	-	-	-	-	-	-	-	-	1	-	1
TOTAL	21	22	22	18	30	24	38	16	21	17	229

Source: Survey of tenure-granting UNC institutions, April 2018

For the 2016-17 post-tenure review cycle, the majority of faculty reviewed were tenured professors (56.1%), with tenured associate professors (42.8%), tenured assistant professors (0.6%), and tenured librarians (0.5%) also being reviewed. Seventeen faculty (2.1%) were found to “not meet expectations” by teams of peer reviewers, which is a slightly lower percentage than the previous year (2.7%). Post-tenure reviews were overwhelmingly positive with 54.8% of faculty “meeting expectations” and 43.1% “exceeding expectations. See Appendix A for more details.

Faculty members who receive “unsatisfactory” reviews work closely with their departments to make improvements and are reviewed annually until their performance is deemed to “meet expectations.” Progress of these faculty is monitored closely by departments, deans, and colleges to improve performance. The length of time in the plan differs by institution, typically ranging between one to three years. Nearly all of the faculty deemed as “not meeting expectations” in 2016-17 received this designation for the first time and they have begun working with their departments on mandatory

development plans as detailed in each institutions' policies and procedures related to section 400.3.3 of the UNC Policy manual.<sup>3</sup>

All faculty who had not met expectations over the last three post-tenure review cycles participated in and completed (or continue to participate in) mandatory development plans. Some faculty have retired in conjunction with the post-tenure review findings, and others have begun phased retirements or other types of approved leave. For commentary from the institutions regarding post-tenure review results and the current status of faculty who did not meet expectations, see Appendix B.

---

<sup>3</sup> Only 2 of the 17 faculty found to "not meet expectations" during the 2016-17 cycle had received this designation previously.

## Appendix A

### 2016-17 Post-Tenure Review Information by Institution

	ASU	ECSU	ECU	FSU	N.C. A&T	NCCU	NC State	UNCA	UNC- CH	UNCC	UNCG	UNCP	UNCW	WCU	WSSU	TOTAL
1. # of PTR conducted																
Tenured Professor	49	3	16	-	14	12	106	11	35	142	24	6	19	9	3	449
Tenured Associate Professor	11	2	33	9	16	27	47	7	41	56	34	13	21	19	6	342
Tenured Assistant Professor	-	-	-	2	-	-	-	1	-	-	-	2	-	-	-	5
Tenured Professional Librarians	-	-	-	-	-	-	-	-	1	-	2	2	-	-	-	5
<b>Total reviewed</b>	<b>60</b>	<b>5</b>	<b>49</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>153</b>	<b>19</b>	<b>77</b>	<b>198</b>	<b>60</b>	<b>23</b>	<b>40</b>	<b>28</b>	<b>9</b>	<b>801</b>
2. Outcome																
Exceeded expectations	23	1	9	2	19	19	15	11	25	141	29	13	14	22	2	345
Met expectations	36	4	40	9	11	17	135	6	49	53	31	9	26	6	7	439
Did not meet expectations	1	0	0	0	0	3	3	2	3	4	0	1	0	0	0	17
<b>Total</b>	<b>60</b>	<b>5</b>	<b>49</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>153</b>	<b>19</b>	<b>77</b>	<b>198</b>	<b>60</b>	<b>23</b>	<b>40</b>	<b>28</b>	<b>9</b>	<b>801</b>
3. Faculty who did not meet expectations																
Did not meet expectations for the first time	1	-	-	-	-	3	2	2	3	3	-	1	-	-	-	15
Did not meet expectations for the second time or more	-	-	-	-	-	-	1	-	-	1	-	-	-	-	-	2
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>

Source: Survey of tenure-granting UNC System institutions, April 2018

## Appendix B

### Institutional Narratives Around Recent Post-Review Faculty Improvement Efforts

Institution	Narrative from institution for faculty found to "not meet expectations" in the last three academic years
ASU	<p>As per Appalachian State University Faculty Handbook 4.7.13, any faculty member who receives a "does not meet expectations" rating in the post-tenure review will be given the opportunity to improve performance. In consultation with the dean, the faculty member's chair will (a) consider the evaluation from the post-tenure review committee and the faculty member's response and (b) prepare a written individual professional development plan for the faculty member.</p> <p>A specific timeline including steps for improvement must be included in the development plan, with a clear statement of consequences should improvement not occur within the designated timeline.</p> <p>Consequences may include discharge or demotion for sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time, pursuant to section 4.10.1.1 of the Faculty Handbook. The chair is encouraged to assign one or more mentoring peers to the faculty member, and the chair must hold a progress meeting with the faculty member on at least a semi-annual basis during the specified timeline. If the faculty member's duties are modified as a result of a less than satisfactory rating, the development plan should indicate and take into account the new allocation of responsibilities.</p>
ECSU	<p>In the last three years, only one faculty member failed to meet expectations. The faculty member chose to retire.</p>
ECU	<p>As a result of our block review schedule, the most recent year in which tenured faculty were reviewed and found to not meet expectations was 2013-14. Since that time, all of these faculty members either chose to retire (with several entering the Phased Retirement Program for three years) or were found to meet expectations as defined in their respective development plan.</p>

FSU	N/A - no faculty with this designation in the last three academic years.
N.C. A&T	During this time frame, two faculty members retired and one faculty member has created a professional development plan. The dean's progress report for the remaining faculty member indicates satisfactory improvement.
NCCU	In the 2015-2016 review, two faculty were found to "not meet expectations"; one retired and the other will be reviewed again in 2018-2019. No faculty were found to "not meet expectations" in the 2014-2015 review cycle. In the 2013-2014 review, two faculty were found to "not meet expectations". One retired and the second was found to "meet expectations" in the second review the following year.
NC State	Within the three academic years preceding AY16-17, a total of nine individual faculty were found to not meet expectations in post tenure review. Seven met expectations in a subsequent year. One continues on a development plan. One received an extension due to scholarly reassignment and will be reviewed again the following year.

UNCC	Some faculty decide to leave or retire. Those who remain are kept on mandatory development plans of varying duration with regular reviews to check on progress until performance is back on track.
UNCG	N/A - no faculty with this designation in the last three academic years.
UNCP	Two faculty found to not meet expectations in 2013-14 and 2014-15 have completed their development plans and are now found to be meeting expectations. One faculty member found not to meet expectations in 2014-15 has left the university. One faculty member found not to meet expectations in 2015-15 is still working under a development plan.
UNCW	N/A - no faculty with this designation in the last three academic years.
WCU	Two tenured faculty were found to not meet expectations in 2015-2016. One has since retired. The second faculty member was directed to make improvements in one area, did so, and is now in good standing.
WSSU	The two faculty who have received this designation in the last three years are no longer with the institution.