



MEETING OF THE BOARD OF GOVERNORS
Committee on Personnel and Tenure

October 21, 2020 at 12:00 p.m.
Via Videoconference and UNC-TV Live Stream
University of North Carolina System Office
Center for School Leadership Development, Room 128
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Open Session Minutes of September 16, 2020 Kellie Hunt Blue
- A-2. Informational Report: New UNC System Office and SAAO-I Appointments Under Delegated Authority to the President..... Matthew Brody
- A-3. General Updates for the Committee Matthew Brody and Kimberly van Noort
- A-4. Employee Engagement Survey Results for 2020 Chris Chiron and Matthew Brody
- A-5. Salary Increase Metrics Matthew Brody

CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of September 16, 2020 Kellie Hunt Blue
- A-7. EHRA Salary Pre-Authorizations Requiring Approval by the Committee on Personnel and Tenure..... Matthew Brody
- A-8. Informational Report: EHRA Salary Adjustment Pre-Authorizations Delegated to the President or His Designee Matthew Brody

OPEN SESSION

- A-9. Adjourn

Closed Session Motion

Motion to go into closed session to:

- Prevent the disclosure of information that is privileged or confidential under Article 7 of Chapter 126 of the North Carolina General Statutes, or not considered a public record within the meaning of Chapter 132 of the General Statutes.
- Consult with our attorney to protect attorney-client privilege.
- Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee.

Pursuant to: G.S. 143-318.11(a)(1), (3), and (6).

DRAFT MINUTES

September 16, 2020

Via Videoconference and UNC-TV Live Stream

This meeting of the Committee on Personnel and Tenure was presided over by Chair Kellie Hunt Blue. The following committee members, constituting a quorum, also attended: Reginald Ronald Holley, R. Doyle Parrish, Carolyn Coward, Art Pope, and Dwight D. Stone.

Chancellors participating were Chancellor Johnson Akinleye and Chancellor Harold Martin.

Staff members present included Matthew Brody, Kimberly van Noort, Carolyn Pratt, and others from the UNC System Office.

1. Call to Order and Reading of Conflict of Interest Statement

The chair called the meeting to order at 11:03 a.m. and read the Conflict of Interest Statement.

2. Approval of the Minutes of July 22, 2020 and August 3, 2020 (Item A-2)

The chair called for a motion to approve the open session minutes of July 22, 2020, and August 3, 2020.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the open session minutes of July 22, 2020 and August 3, 2020.

Motion: Reginald Ronald Holley

Motion carried

Roll Call Vote	
Blue	Yes
Holley	Yes
Parrish	Yes
Coward	Yes
Pope	Yes
Stone	Yes

3. Informational Report (Item A-3)

The committee received informational reports on new UNC System Office SAAO-I appointments under delegated authority to the president, the president's delegated faculty promotion and tenure conferrals, and faculty recruitment and retention fund utilization under delegated authority to the president.

4. General Updates (Item A-4)

Matthew Brody updated the committee regarding two active chancellor searches presently underway at East Carolina University and Fayetteville State University.

5. HR Special Work/Leave Provisions in Response to COVID-19 (Item A-5)

Matthew Brody presented a report to the committee detailing evolving human resources provisions for faculty and staff in response to COVID-19. The report included updates regarding special work and leave provisions developed and implemented since March 2020, including recently expanded authorities around emergency temporary furloughs and temporary pay reductions.

6. Section 1300.11 of the UNC Policy Manual, Policy on Title IX Sexual Harassment (Item A-6)

The committee voted to approve Section 1300.11 of the UNC Policy Manual, Policy on Title IX Sexual Harassment, which requires constituent institutions to investigate and adjudicate claims of sexual harassment in compliance with applicable Title IX authority.

MOTION: Resolved, that the Committee on Personnel and Tenure approve Section 1300 of the UNC Policy Manual for inclusion on next month's consent agenda.

Motion: Art Pope

Motion carried

Roll Call Vote	
Blue	Yes
Holley	Yes
Parrish	Yes
Coward	Yes
Pope	Yes
Stone	Yes

7. 2019-2020 Committee on Personnel & Tenure Annual Report (Item A-7)

The committee voted to accept the 2019-2020 Committee on Personnel & Tenure Annual Report for submission to the full board.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the 2019-2020 Committee on Personnel & Tenure Annual Report and submit it to the full Board of Governors.

Motion: Reginald Ronald Holley

Motion carried

Roll Call Vote	
Blue	Yes
Holley	Yes
Parrish	Yes
Coward	Yes
Pope	Abstain
Stone	Yes

8. Closed Session

The chair 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 consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged [N.C.G.S. 143-318.11(a)(3)]; and to consider the qualifications, competence, performance, or conditions of appointment of a public officer or employee or prospective public officer or employee [N.C.G.S. 143- 318.11(a)(6)].

Motion: Reginald Ronald Holley

Motion carried

Roll Call Vote	
Blue	Yes
Holley	Yes
Parrish	Yes
Coward	Yes
Pope	Yes
Stone	Yes

THE MEETING MOVED INTO CLOSED SESSION.

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

Without objection, the meeting moved back into open session.

THE MEETING RESUMED IN OPEN SESSION AT 11:54 a.m.

The committee had a brief discussion regarding the growth of administrative positions and compensation within the University. This discussion concluded with agreement that these were areas the committee and the full Board needed to hear more about from System Office staff.

There being no further business, the meeting adjourned at 12:01 p.m.

R. Doyle Parrish, Secretary

AGENDA ITEM

A-2. Informational Report: New UNC System Office and SAAO-I 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 the compensation of senior academic and administrative officers and other employees exempt from the State Human Resources Act serving at 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:

- One personnel appointment that is state funded
- One personnel appointment that is state and non-state funded

System SAAO-I Appointments

- One SAAO-I Position Reclassification

Action: This item is for information only.



**THE UNIVERSITY OF NORTH CAROLINA SYSTEM
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 August 18, 2020, to September 30, 2020.

UNC System Office

Appointments

State Funded Positions:

Karin Szypszak, Associate Secretary of the University, \$93,500, September 1, 2020, vacant position

State & Non-State Funds:

Frederick Sellers, Senior Associate Vice President for Safety & Emergency Operations, \$185,000, September 14, 2020, vacant position

UNC System Institutions

New or Modified UNC System SAAO-I Positions or Appointments

UNCA:

Reclassification from SAAO-II (Senior Director of Admissions and Financial Aid) to SAAO-I (Vice Chancellor and Dean of Admissions and Financial Aid).

AGENDA ITEM

A-4. UNC System Turnover and Engagement Metrics UpdateChris Chiron and Matthew Brody

Situation: This is an update on the human capital metrics initiatives as part of the Strategic Plan for the UNC System; in particular, this update will review current information available on employee engagement data for 2018 and 2020.

Background: The UNC Strategic Plan sets goals for collecting and measuring various human resources metrics. The UNC System Office launched the System-wide employee engagement survey in January 2018 and reissued the survey in January 2020.

Assessment: For now, we have two cycles of employee engagement survey data from 2018 and 2020.

In general, 2020 participation increased over the 2018 survey, while overall positive responses dropped slightly. This drop in overall positive responses mirrors the four-year public institution benchmark provided by the survey vendor; the benchmark also saw slight declines from 2018 scores.

The only institution that increased its overall positive response rate was Elizabeth City State University. ECSU saw its overall positive rise to 57% from 48% in 2018.

The next survey is anticipated to be administered in early 2022.

Action: This item is for information only.



2020 UNC SYSTEM EMPLOYEE ENGAGEMENT SURVEY

Presented to the UNC Board of Governors Committee on Personnel and Tenure
by UNC System Human Resources
October 21, 2020

UNC System Strategic Plan – Human Capital

- **Goal:**

- The University will systematically focus on recruitment, retention, and development of the most talented and diverse workforce possible at all levels over the next five years.

- **Metric:**

- Create an implementation plan (including the details of proposed data collection and metrics) to systematically measure — at all levels — engagement, retention, succession planning, and investment in professional development in order to promote System-wide improvements in these areas.

Background

- **Survey Elements:**

- 60 Belief Statements
- 17 Benefits Statements
- 1 Multi-Select Question
- 2 Open-Ended Questions
- 10 Demographics Questions

- **Rating Scale:**

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
-----------------------	--------------	---------------------------------------	-----------------	--------------------------

- **Positive Score**

- Percent of employees selecting Strongly Agree or Agree for a survey item

Topline Results

- Overall response rate **increased** from 50% to 52%
 - Nine institutions + System Office increased participation
- Overall positive response rate **decreased** slightly
 - 14 institutions saw decreases from 1-8 percentage points
- Four-year public institution benchmark also **decreased** slightly
- ECSU positive response rate **increased** 9 percentage points

Topline Results

- Positive ratings in each of the 15 dimensions (themes) of the survey **decreased** from 2018

Positive Response Rates				
Dimension	2020	↓	Public B'mark	↓
Pride	73 %	-3	76 %	-1
Senior Leadership	58 %	-3	60 %	-3
Communication	52 %	-2	59 %	-1
Fairness	54 %	-2	60 %	-2
Job Satisfaction	71 %	-2	73 %	-1
Policies/Resources	57 %	-2	60 %	-3
Respect & Appreciation	56 %	-2	63 %	-2
Teaching Environment	63 %	-2	66 %	-2
Collaboration	56 %	-1	62 %	-1
Comp/Benefits	61 %	-1	69 %	-1
Facilities	69 %	-1	71 %	-2
Fac/Admin/Staff Relations	55 %	-1	59 %	-3
Professional Dev	66 %	-1	71 %	-1
Shared Governance	56 %	-1	62 %	-1
Supervisors/Chairs	71 %	-1	74 %	--

Participation Rates and Positive Engagement Ratings with Benchmarks

Participation Rate		
Institution	2018	2020↓
N.C. A&T	50 %	71 %
UNC Pembroke	52 %	69 %
UNC Asheville	60 %	67 %
UNCSA	65 %	67 %
NCSSM	67 %	64 %
System Office	58 %	64 %
UNC Charlotte	71 %	62 %
WCU	55 %	62 %
UNC Wilmington	58 %	59 %
NC State	54 %	57 %
WSSU	55 %	55 %
FSU	60 %	54 %
ECU	38 %	53 %
UNC Greensboro	54 %	52 %
Appalachian	54 %	52 %
ECSU	59 %	51 %
UNC-CH	37 %	38 %
NCCU	52 %	35 %

UNC System Avg Participation	
2018	2020
50%	52%
UNC System Avg Positive Rating*	
2018	2020
63%	61%
4-Year Public Benchmark Positive Rating	
2018	2020
67%	66%

Positive Response Rate*		
Institution	2018	2020↓
NCSSM	69 %	66 %
WCU	68 %	66 %
NC State	65 %	65 %
UNC Greensboro	65 %	65 %
UNC Charlotte	65 %	64 %
UNC Pembroke	65 %	63 %
UNC Wilmington	62 %	61 %
System Office	61 %	61 %
UNC-CH	62 %	60 %
N.C. A&T	61 %	59 %
ECU	58 %	57 %
ECSU	48 %	57 %
FSU	60 %	56 %
UNC Asheville	63 %	55 %
Appalachian	62 %	55 %
UNCSA	62 %	54 %
WSSU	53 %	51 %
NCCU	56 %	49 %

* Averages include 60 main belief statements only

Percentage lowered from 2018 to 2020

Percentage raised from 2018 to 2020

2020: New Diversity and Inclusion Question

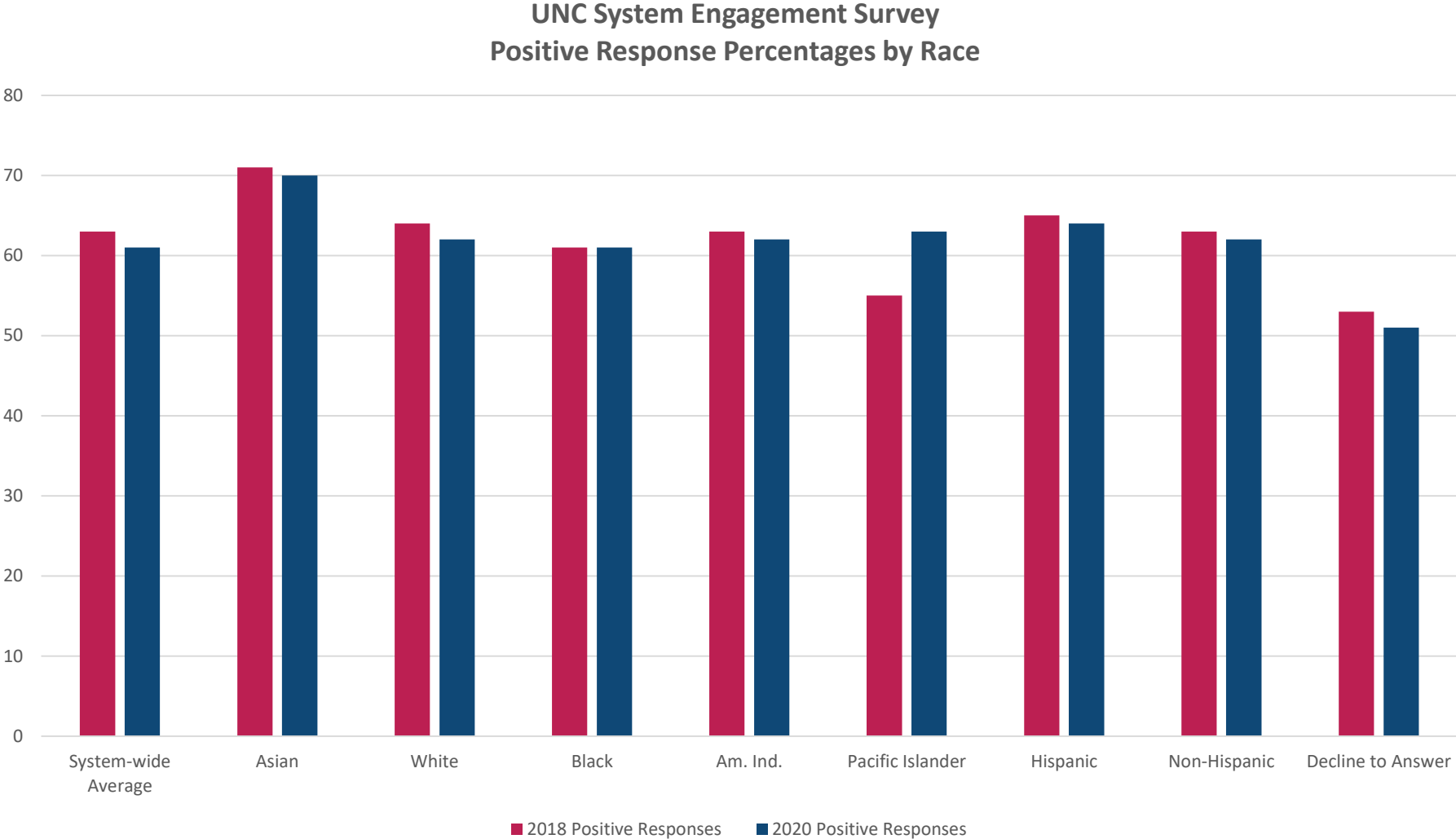
- Added an additional diversity-focused question for 2020 at request of D&I Council:

My institution is committed to building a culture that actively promotes diversity and inclusion for students, faculty, and staff.

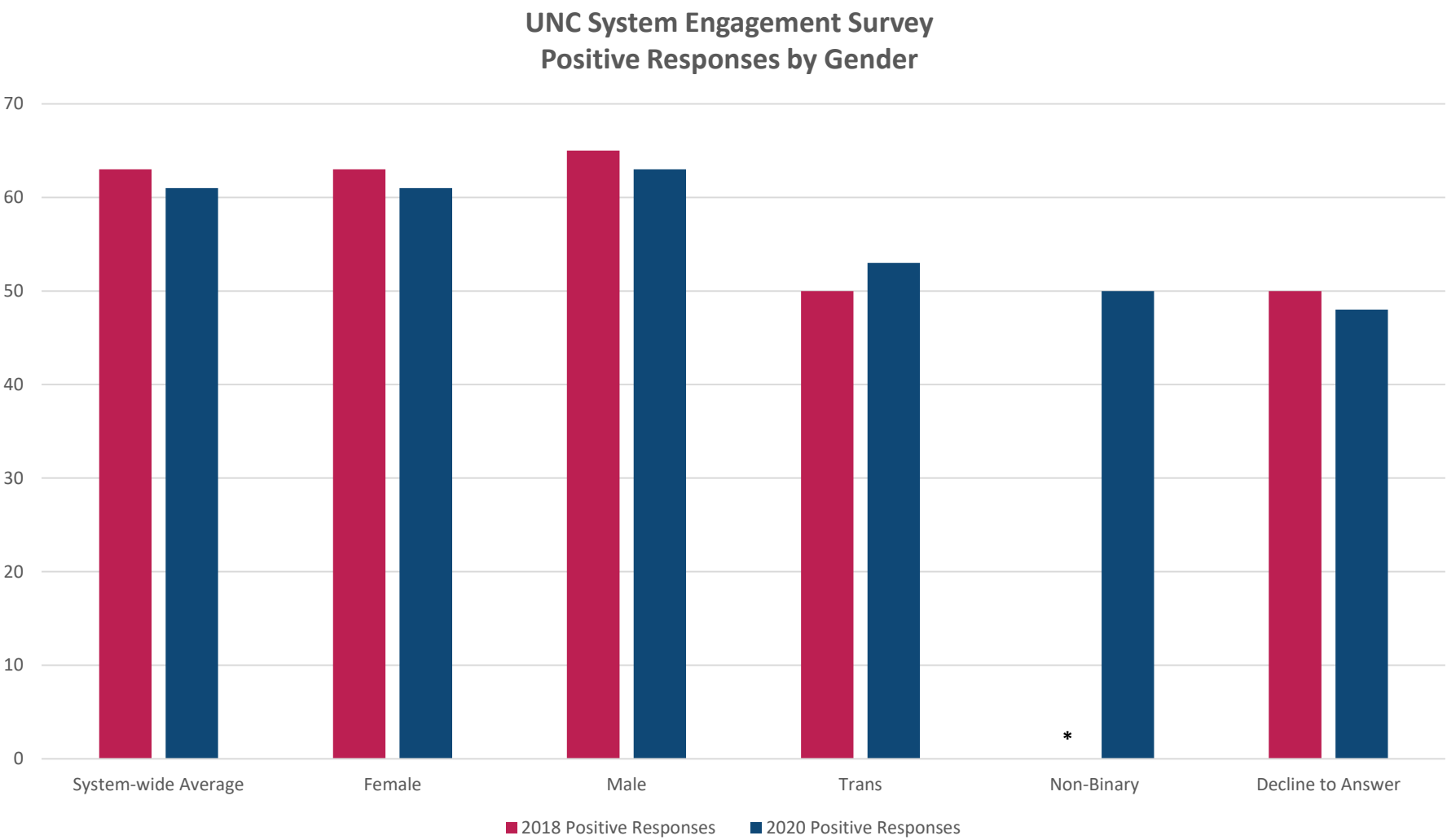
(Diversity and inclusion means the intentional efforts undertaken to create an institutional culture and a working and learning environment that offers acceptance, support, and respect for a diversity of individuals.)

Positive Response Rate	
Institution	2020↓
UNC Greensboro	78 %
N.C. A&T	76 %
UNC Pembroke	76 %
UNC Charlotte	75 %
NC State	73 %
WCU	73 %
ECSU	71 %
FSU	71 %
NCSSM	71 %
ECU	70 %
System Office	68 %
Appalachian	66 %
NCCU	65 %
UNC Asheville	64 %
WSSU	64 %
UNCSA	63 %
UNC Wilmington	63 %
UNC-CH	62 %

Positive Responses by Race



Positive Responses by Gender



** Non-Binary was not an option on the 2018 survey.*

Next Steps

- **Institutions**

- Communicating results to their campus communities in next few weeks
- Developing initiatives to address areas of concern

- **System Office**

- Continued consultation with HR offices at each institution
- Additional consultation opportunities with ModernThink for institutions with lower overall positive ratings
- Continue development of resources for employee orientation and supervisory training
- Further review of engagement data in relation to other HR metrics

- **Next survey conducted January/February 2022**

QUESTIONS?

AGENDA ITEM

A-5. Salary Increase Metrics Matthew Brody

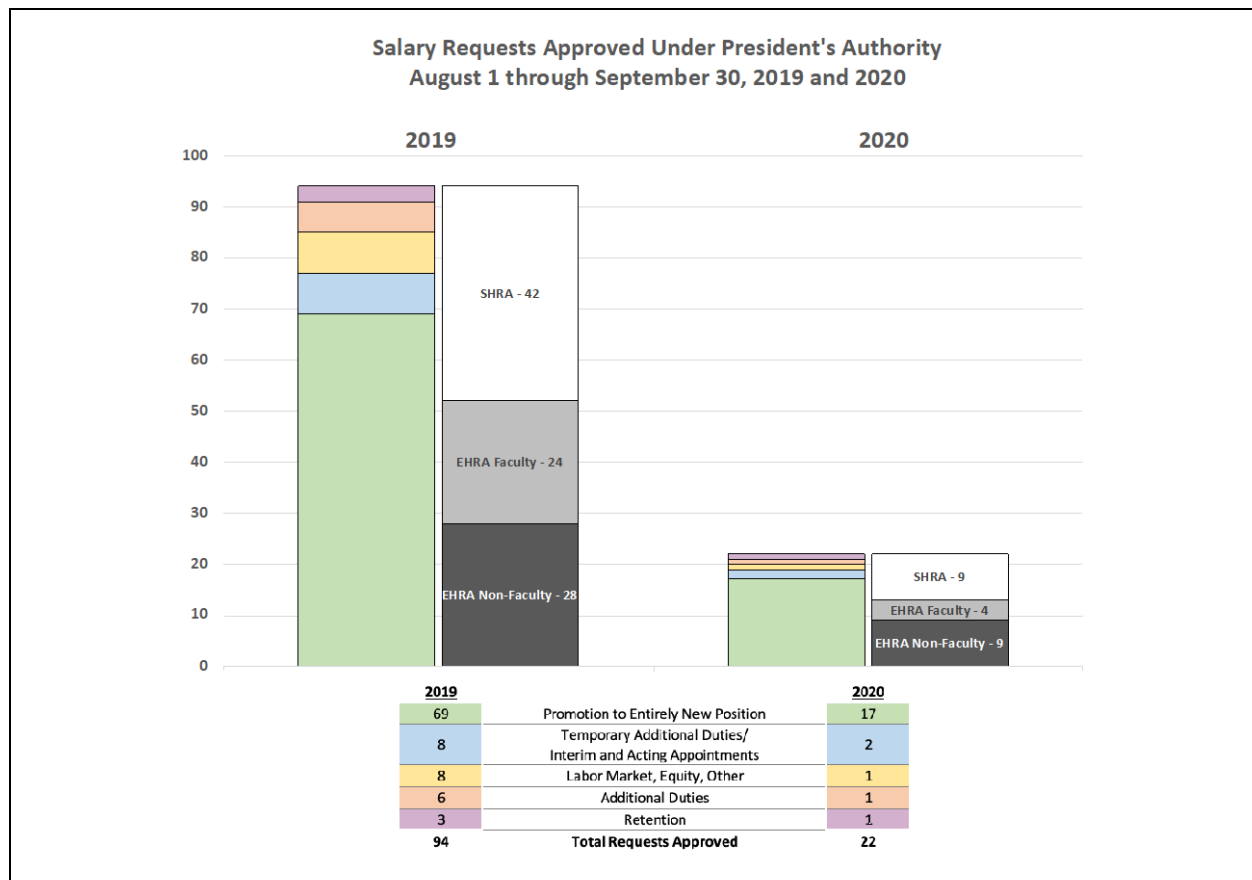
Situation:	An informational report on recent salary increase request activity
Background:	The Board of Governors has delegated to the president or his designee the ability to approve certain salary increases that fall beyond the delegated authority of the constituent institutions but do not require direct approval of the Board. Given COVID-19, the committee sought additional information on more recent volume of activity. A report has been prepared which shows the volume of salary increase activity that required the approval of the president for both SHRA and EHRA employees from August 1 to September 30, 2020 compared to the equivalent period in 2019 for comparison purposes. This report also includes a summary of 2020 actions that were either reduced or returned to constituent institutions for adjustment to an amount that falls within their delegated authority.
Assessment:	The attached report reflects a substantive decrease in salary increase activity for the noted periods due to a pause in non-essential human resources actions due to COVID-19. It also reflects an increase in the extension of previously approved temporary salary actions for interim and acting appointments due to some institutions delaying the filling of vacant positions on a permanent basis.
Action:	This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

Summary of Newly Proposed EHRA and SHRA Salary Increase Activity Approved Under President's Delegated Authority

The following is a comparison of salary increases approved under the President's authority between August 1 and September 30, 2020 and the same period of 2019. ¹



Between August 1 and September 30, 2020, there were 22 salary increases either returned to campuses with instructions to keep the increase within their delegated authority or approved at a reduced amount still exceeding their delegated authority:

- Returned to campus to stay within delegated authority: 16
- Approved a reduced amount above delegated authority: 6

Extensions of previously approved temporary salary adjustments, such as active interim and acting appointments, are not included in the above counts. Extensions were processed by the System Office under the president's delegated authority as follows:

- For the 2019 reporting period: 9
- For the 2020 reporting period: 30; a substantive number of interim/acting appointment extensions are due to the decision by institutions to delay filling certain vacant positions permanently due to COVID-19.

¹ Post-docs and Fellows hired into permanent positions are treated as external hires and thereby excluded from these figures.