



MEETING OF THE BOARD OF GOVERNORS
Committee on Personnel and Tenure

November 18, 2020 at 11:45 a.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 October 21, 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. Workforce Metrics Including Employee Turnover..... Matthew Brody and Chris Chiron
- A-5. Salary Increase Metrics Matthew Brody

CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of October 21, 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
- A-9. Executive Personnel Matters Peter Hans

OPEN SESSION

- A-10. 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).



MEETING OF THE BOARD OF GOVERNORS
Committee on Personnel and Tenure

DRAFT MINUTES

October 21, 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, Chancellor Harold Martin, and Chancellor Jose Sartarelli.

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 12:02 p.m. and read the Conflict of Interest Statement.

2. Approval of the Minutes of September 16, 2020 (Item A-1)

The chair called for a motion to approve the open session minutes of September 16, 2020.

MOTION: Resolved, that the Committee on Personnel and Tenure approve the open session minutes of September 16, 2020.

Motion: Art Pope

Motion carried

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

3. Informational Report (Item A-2)

The committee received an informational report on new UNC System Office SAAO-I appointments under delegated authority to the president.

4. General Updates (Item A-3)

Matthew Brody shared updates on human resources matters related to COVID-19, as well as updates on the chancellor searches at East Carolina University and Fayetteville State University.

5. Employee Engagement Survey Results for 2020 (Item A-4)

Matthew Brody and Christopher Chiron, associate vice president for employee relations and University equal opportunity officer, presented the results of the 2020 Employee Engagement Survey to the committee. The presentation showed increased participation compared to the 2018 survey, and System-wide results mirror the changes seen in the four-year public institution benchmarks. The next survey is planned for 2022.

6. Salary Increase Metrics (Item A-5)

The committee reviewed an informational report on recent salary increase request activity. The report reflects a substantive decrease in recent salary increase requests at the direction of the president, largely due to System-wide concerns over the budget and the COVID-19 pandemic.

7. 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 12:51 P.m.

There being no further business, the meeting adjourned at 12:51 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 non-state funded

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 September 30, 2020, to October 30, 2020.

UNC System Office

Appointments

Non-State Funds:

Justine Schmidt, UNC-TV Chief Content Officer, \$180,000, October 5, 2020, vacant position

AGENDA ITEM

A-4. Workforce Metrics Including Employee TurnoverMatthew Brody and Chris Chiron

Situation: This is a further update on UNC System-wide human capital metrics including voluntary turnover and internal vs. external hiring activity.

Background: The UNC Strategic Plan sets goals for collecting and measuring various human capital metrics. The UNC System Office launched a system-wide employee engagement survey in January 2018 and reissued the survey in January 2020. The UNC System Office has, for the past several years, been centrally collecting employee turnover rates from the constituent institutions. In the past year, the UNC System Office also began collecting information on hiring actions, with particular attention to tracking the hiring of faculty and staff from within the employing institution, from within the UNC System, or external to both.

Assessment:

Voluntary Turnover

- In general, voluntary turnover has reduced or held steady at most institutions
 - Five decreased in voluntary turnover rate by more than 0.5%
 - Seven remained within 0.5% of their 2018 rate
 - Four increased in voluntary turnover by more than 0.5%
- Turnover rates for 2019 had greater variability in comparison to 2018 and 2020 rates

Hiring

- System-wide, almost 70% of hires are external to the UNC System
- System-wide, over 25% of hires are internal to the institution
- System-wide about 5% of hires come from within the UNC System
- Faculty are the most likely to be hired externally (83%)
- SHRA employees are the most likely to be hired internally (34%)
- Senior Academic and Administrative Officers Tier I executives are most likely to be hired from within the UNC System (32%)

Action: This item is for information only.



UNC SYSTEM TURNOVER AND HR METRICS UPDATE

Presented to the UNC Board of Governors Committee on Personnel and Tenure
by UNC System Human Resources
November 18, 2020

BACKGROUND

- **UNC System Strategic Plan**

- **Goal:** University will systematically focus on recruitment, retention, and development of the most talented and diverse workforce possible at all levels over the next 5 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.

VOLUNTARY TURNOVER

- **Types of Turnover**

- *Voluntary Turnover:* Employee choice to leave organization
- *Involuntary Turnover:* Management decision to end employment, including discharge, discontinuation of appointment, reduction-in-force
- *Other Turnover:* Retirement, death, or inability to return to work for medical reasons

- **Key Points**

- In general, voluntary turnover has reduced or held steady at most institutions
 - Five decreased in voluntary turnover rate by more than 0.5%
 - Seven remained within 0.5% of their 2018 rate
 - Four increased in voluntary turnover by more than 0.5%
- Turnover rates for 2019 had greater variability in comparison to 2018 and 2020 rates
- Continuing review on turnover data in relation to engagement survey elements

VOLUNTARY TURNOVER

VOLUNTARY TURNOVER (neutral change +/- 0.5%)				ENGAGEMENT POSITIVE RATING (neutral change +/- 1%)		
2018	2020	Change	Institution	Change	2018	2020
7.7%	5.6%	↓	ECSU	↑	48%	57%
6.5%	5.9%	↓	NC State	↔	65%	65%
6.3%	5.4%	↓	UNCW	↔	62%	61%
8.2%	7.5%	↓	FSU	↓	60%	56%
8.8%	7.6%	↓	UNCA	↓	63%	55%
6.1%	6.2%	↔	UNCC	↔	65%	64%
6.6%	6.1%	↔	ECU	↔	58%	57%
5.8%	5.5%	↔	WCU	↓	68%	66%
6.4%	6.6%	↔	UNCP	↓	65%	63%
6.8%	6.5%	↔	UNC-CH	↓	62%	60%
5.0%	4.5%	↔	App State	↓	62%	55%
6.0%	6.2%	↔	NCCU	↓	56%	49%
4.7%	7.3%	↑	UNCG	↔	65%	65%
5.2%	6.2%	↑	N.C. A&T	↓	61%	59%
5.8%	7.0%	↑	UNCSA	↓	62%	54%
4.7%	7.6%	↑	WSSU	↓	53%	51%

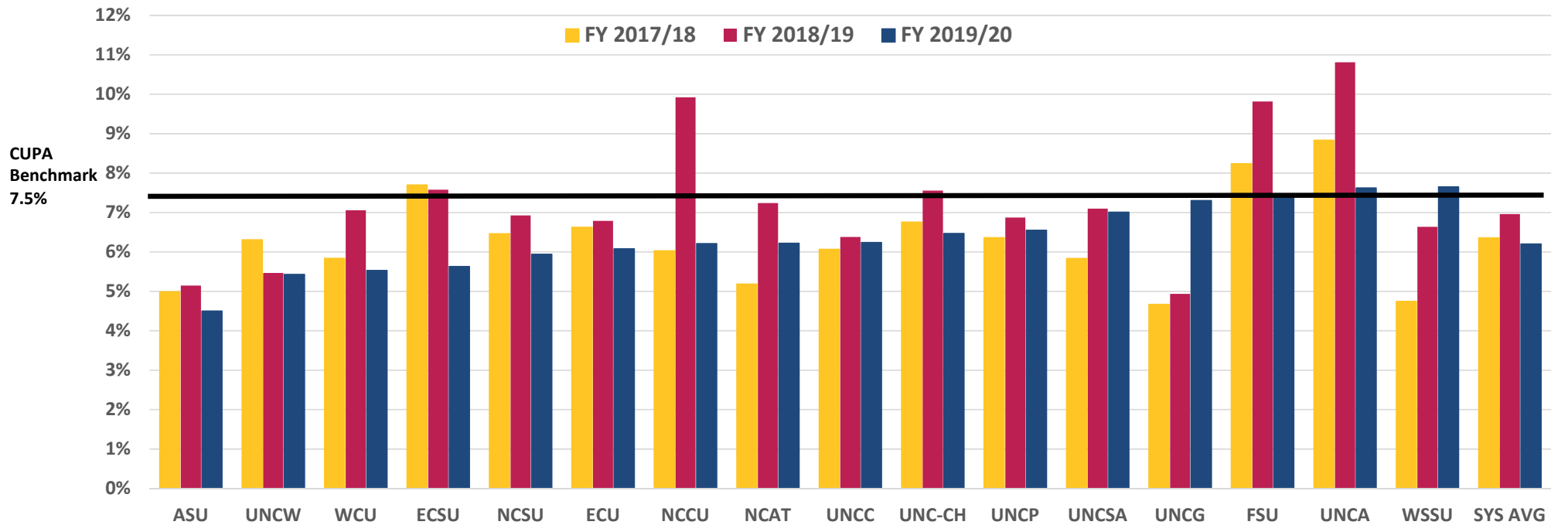
UNC System Office and NC School of Science and Math not included

Benchmark: Median voluntary turnover rate (CUPA) -- 7.5%

Benchmark: Median public institution engagement positive rating (ModernThink) – 65%

VOLUNTARY TURNOVER

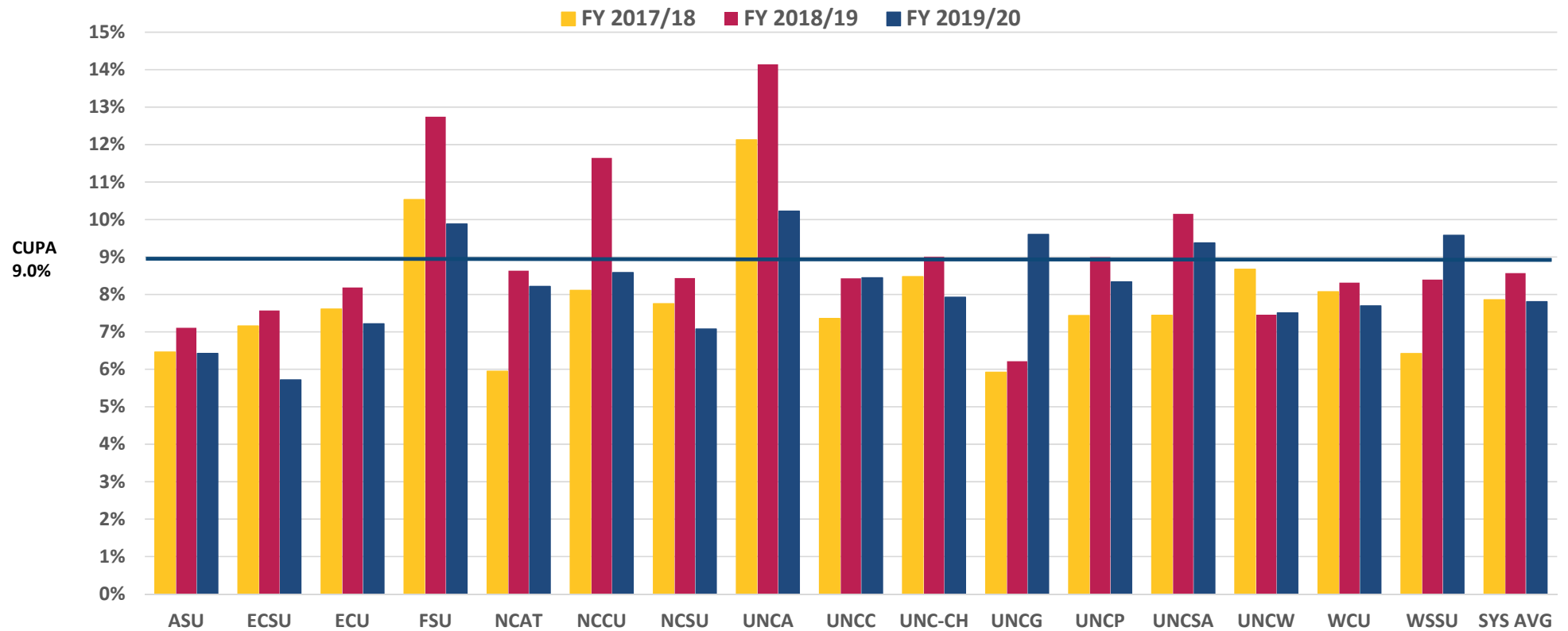
Voluntary Turnover Rates by Institution – Faculty & Staff



	ASU	UNCW	WCU	ECSU	NCSU	ECU	NCCU	NCAT	UNCC	UNC-CH	UNCP	UNC-SA	UNCG	FSU	UNCA	WSSU	SYS AVG
FY 2017/18	5.0%	6.3%	5.8%	7.7%	6.5%	6.6%	6.0%	5.2%	6.1%	6.8%	6.4%	5.8%	4.7%	8.2%	8.8%	4.7%	6.4%
FY 2018/19	5.1%	5.5%	7.1%	7.6%	6.9%	6.8%	9.9%	7.2%	6.4%	7.6%	6.9%	7.1%	4.9%	9.8%	10.8%	6.6%	7.0%
FY 2019/20	4.5%	5.4%	5.5%	5.6%	5.9%	6.1%	6.2%	6.2%	6.2%	6.5%	6.6%	7.0%	7.3%	7.5%	7.6%	7.7%	6.2%

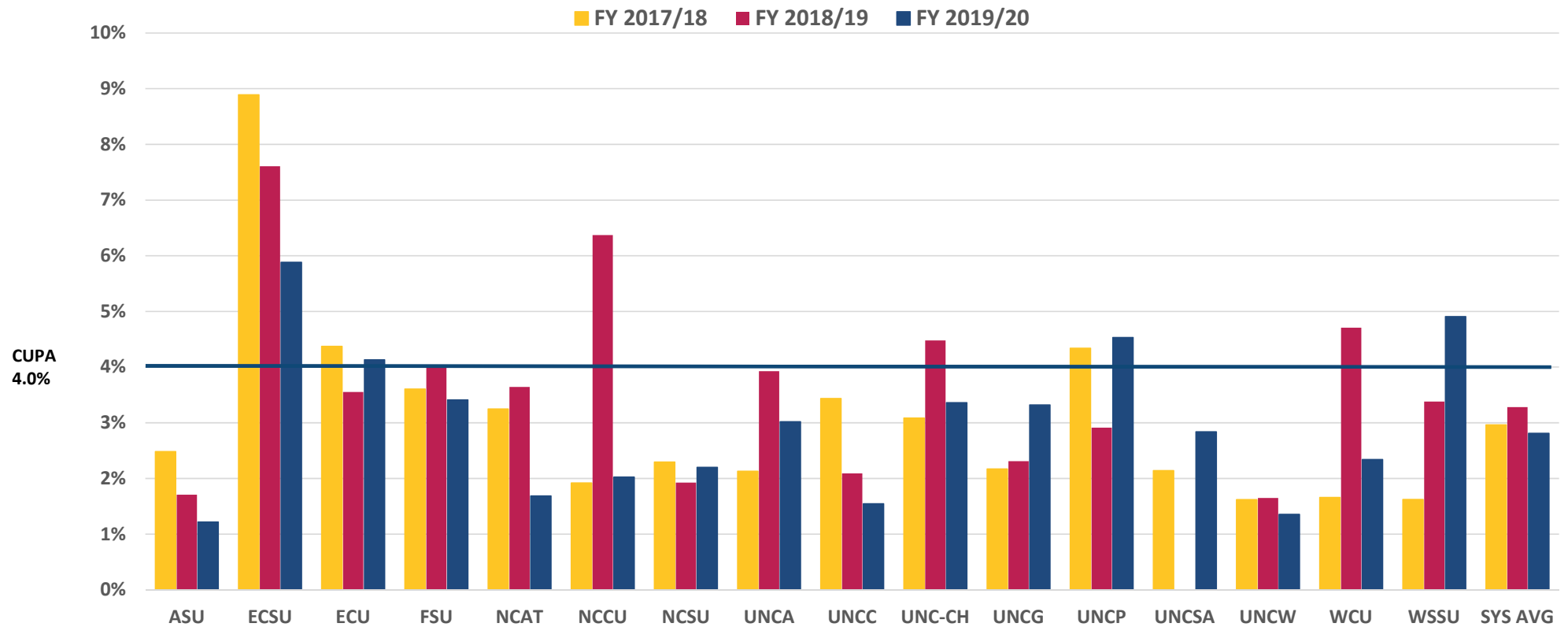
VOLUNTARY TURNOVER

Voluntary Turnover Rates by Institution – Staff Only



VOLUNTARY TURNOVER

Voluntary Turnover Rates by Institution – Faculty Only



HIRING

- **Types of Hiring**

- External Hire From Outside UNC System
- External Hire From Within UNC System
- Internal Hire From Within the Institution

- **Key Points**

- System-wide, almost 70% of hires are external to the UNC System
- System-wide, over 25% of hires are internal to the institution
- System-wide about 5% of hires come from within the UNC System
- Faculty are the most likely to be hired externally (83%)
- SHRA employees are the most likely to be hired internally (34%)
- Tier I Senior Officers are most likely to be hired from within the UNC System (32%)

Faculty/Staff Hiring - UNC System-wide (FY 2018/19)

By Employee Type	Faculty*	Tier I Senior Officers	Tier II Senior Officers	EHRA Instruction, Research and IT	SHRA	Total
External Hire Outside UNC System	83%	49%	60%	72%	64%	69%
External Hire Within UNC System	9%	32%	9%	3%	3%	4%
Internal Hire Within Institution	9%	19%	31%	24%	34%	27%

**Faculty Hires here include initial appointments but do not include rank promotions*

Faculty/Staff Hiring - UNC System-wide (FY 2018/19)

Sorted left to right by least percent of internal hires from within the employing institution

By Institution	WSSU	UNCG	ECSU	FSU	UNCSA	NCAT	NCSU	NCCU	UNCP	WCU	ASU	UNCC	NCSSM	UNCW	ECU	UNCA	UNCCH	TOTAL
External Hire Outside UNC System	98%	86%	86%	82%	83%	77%	77%	75%	75%	75%	71%	70%	68%	62%	67%	61%	57%	69%
External Hire Within UNC System	2%	8%	5%	8%	6%	11%	3%	5%	3%	3%	4%	2%	3%	6%	0%	5%	6%	4%
Internal Hire Within Institution	2%	6%	9%	10%	11%	12%	20%	20%	21%	22%	25%	27%	29%	32%	33%	34%	37%	27%

**Faculty Hires here include initial appointments but do not include rank promotions*

QUESTIONS?

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AGENDA ITEM

A-5. Salary Increase Metrics Matthew Brody

Situation: An informational report on recent salary increase requests compared to an identical period of time last fiscal year.

Background: The Board has delegated to the president or his designee the ability to approve certain salary increases that constituent institutions are not permitted to authorize without Board pre-authorization. While a list of approved salary increases is reported back to the committee at each meeting during closed session, an additional report has been created to show the change in volume of these salary increases year-over-year from 2019 to 2020.

The report displays increases approved under the president's authority in October, broken down according to increase type and employee type. The numbers from the same period of 2019 are displayed for comparison. These numbers do not include increases that exceeded the authority of the president and required a full vote of the committee.

The report also cites the number of requests for increases in October 2020 that were returned to the institutions to be reduced, either to within the institution's delegated authority or to a lower amount that still required the president's or the Board's approval.

Finally, the report cites the number of extensions of temporary salary increases processed under the president's authority in October 2019 and October 2020.

Assessment: The report is attached.

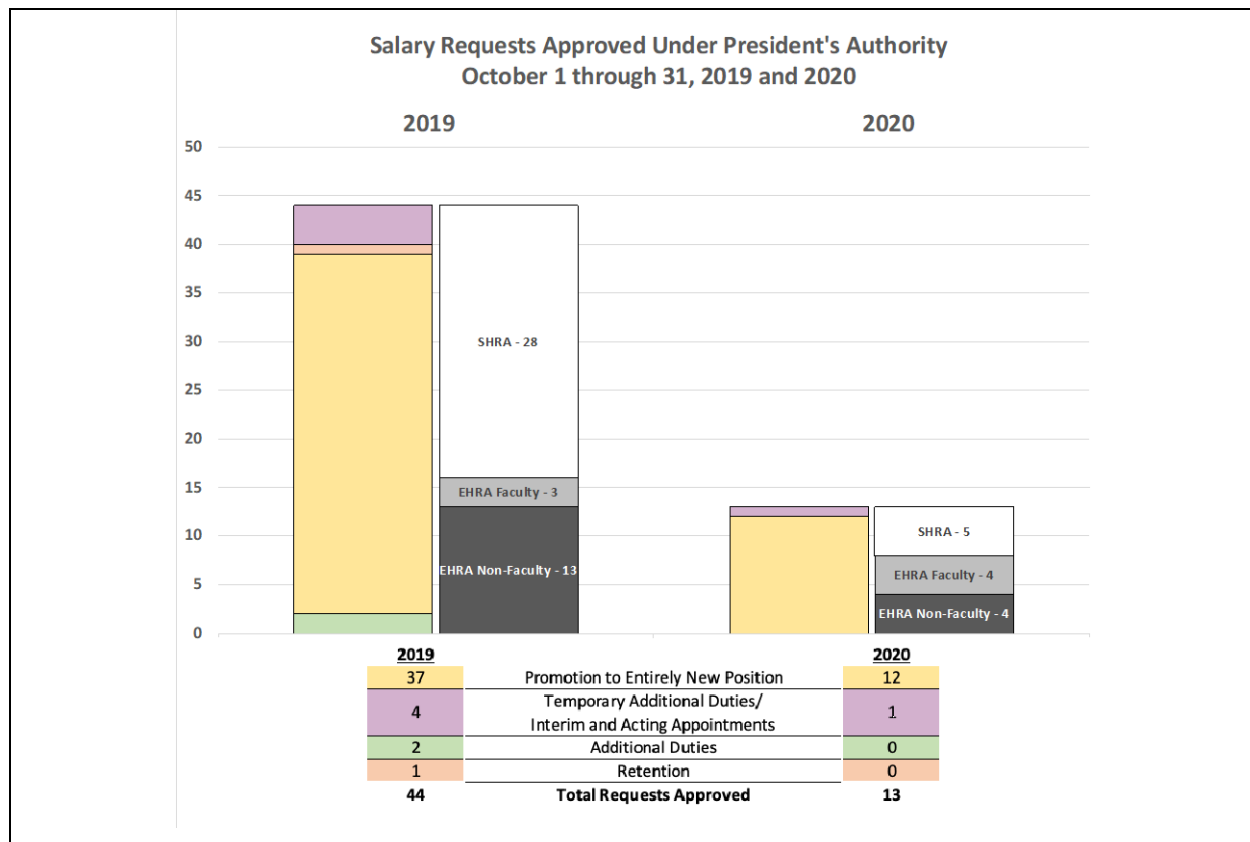
Action: This item is for information only.



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 from October 1 to 31, 2020, and the same period of 2019. ¹



In October 2020, there were eight 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: 5
- Approved a reduced amount above delegated authority: 3

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: 10; 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.