



MEETING OF THE BOARD OF GOVERNORS  
Committee on Personnel and Tenure

May 26, 2021 at 1:00 p.m.  
Via Videoconference and PBS North Carolina Live Stream  
University of North Carolina System Office  
Center for School Leadership Development, Board Room  
Chapel Hill, North Carolina

## AGENDA

### OPEN SESSION

- A-1. Approval of the Open Session Minutes of April 21, 2021..... Kellie Hunt Blue
- A-2. Informational Reports
  - a. Faculty Recruitment and Retention Fund Utilization Under Delegated Authority to the President..... Kimberly van Noort
  - b. President's Delegated Faculty Promotion and Tenure Conferral Report ..... Kimberly van Noort
  - c. 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. Salary Increase Metrics ..... Matthew Brody
- A-5. 2020 Annual SHRA Compensation Review ..... Matthew Brody

### CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of April 21, 2021..... 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 Matter..... 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).

## DRAFT MINUTES

April 21, 2021

Via Videoconference and PBS North Carolina 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, W. Louis Bissette, Jr., Carolyn Coward, Art Pope, and Dwight D. Stone.

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

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

The chair called the meeting to order at 12:45 p.m., and read the Conflict-of-Interest Statement.

### 2. Approval of the Minutes of February 17, 2021 (Item A-1)

The chair called for a motion to approve the open session minutes of February 17, 2021.

**MOTION:** Resolved, that the Committee on Personnel and Tenure approve the open session minutes of February 17, 2021, as distributed.

**Motion:** Reginald Ronald Holley

**Motion carried**

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

### 3. Informational Reports (Item A-2)

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

#### 4. General Updates for the Committee (Item A-3)

Mr. Matthew Brody provided general Human Resources updates to the committee on various topics, including shifting back to onsite work in the coming months as the pandemic eases, the creation of a flexible work arrangement regulation, and an update on the analysis of five year workforce trends within the system.

#### 5. Salary Increase Metrics (Item A-4)

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

#### 6. Performance Review of Tenured Faculty Report (Item A-5)

The committee received a briefing on the performance review of tenured faculty report. This annual report summarizes the review of post-tenure faculty. Of the 644 tenured faculty who were reviewed this year, over 96 percent met or exceeded expectations.

#### 7. Proposed Revisions to Section 200.6 of the UNC Policy Manual (Incentive Compensation Program for Chancellors) (Item A-6)

The committee reviewed proposed revisions to Section 200.6 of the UNC Policy Manual that would allow the president to develop and implement an incentive compensation program for chancellors that reflects the goals established by the Board of Governors for the president.

**MOTION:** Resolved, that the Committee on Personnel and Tenure approve the proposed revisions to Section 200.6 of the UNC Policy Manual and repeal the September 2019 resolution authorizing the president to develop a chancellor incentive program.

**Motion:** Reginald Ronald Holley

**Motion carried**

Roll Call Vote	
Blue	Yes
Holley	Yes
Parrish	Yes
Coward	Yes
Pope	Yes
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 1:09 p.m.**

There being no further business, the meeting adjourned at 1:09 p.m.

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R. Doyle Parrish, Secretary

**AGENDA ITEM**

A-2a. 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:**

- North Carolina State University, three approved requests
- University of North Carolina at Charlotte, three approved requests

**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:

**\$0** in nonrecurring funds

**\$320,992** in recurring funds

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



## **Report: Faculty Recruitment and Retention Fund Utilization Under the Delegated Authority to the President**

### **North Carolina State University**

Jessica Jameson, professor in the Department of Communication, \$10,072 from the Faculty Recruitment and Retention Fund and NC State University funding the cost of benefits  
(\$132,959 **from** \$122,887, effective March 29, 2021)

Andrew Fox, professor in the Department of Landscape Architecture and Environmental Planning, \$13,826 from the Faculty Recruitment and Retention Fund and NC State University funding the cost of benefits  
(\$121,596 **from** \$107,770 effective April 5, 2021)

Margaret Calkins, professor in the Department of Landscape Architecture and Environmental Planning, \$10,000 from the Faculty Recruitment and Retention Fund and NC State University funding the cost of benefits  
(\$130,000 **from** \$120,000 effective April 13, 2021)

### **The University of North Carolina at Charlotte**

Jake Smithwick, assistant professor in the Department of Engineering Technology & Construction Management, \$14,800 from the Faculty Recruitment and Retention Fund and UNC Charlotte funding the cost of benefits  
(\$102,000 **from** \$87,200 effective March 29, 2021)

Jason Black, professor in the Department of Communication Studies, \$11,756 from the Faculty Recruitment and Retention Fund and UNC Charlotte funding the cost of benefits  
(\$121,000 **from** \$109,244, effective April 1, 2021)

Isabelle Nilsson, associate professor in the Department of Geography and Earth Sciences, \$14,002 from the Faculty Recruitment and Retention Fund and UNC Charlotte funding the cost of benefits  
(\$91,000 **from** \$76,998, effective April 29, 2021)

## AGENDA ITEM

A-2b. Informational Report: President's Delegated Faculty Promotion  
and Tenure Conferral Report ..... Kimberly van Noort

**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 Conferrals at Fayetteville State University:**

- Six (6) promotion and tenure conferrals

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



## **President's Delegated Faculty Promotion and Tenure Conferral Report**

***Actions effective 4/22/2021***

### **Fayetteville State University**

#### **Promotion and Tenure Conferral**

- Jennifer Johnson, assistant professor to associate professor, Nursing
- Dorrance Kennedy, assistant professor to associate professor, Social Work
- Alanna Miller, assistant professor to associate professor, Communication, Languages, and Culture
- Kristen Delaney Nguyen, assistant professor to associate professor, Biological and Forensic Sciences
- Zahra Shekharkar, assistant professor to associate professor, Criminal Justice
- Cynthia Wooten, assistant professor to associate professor, Early Childhood, Elementary, Middle Grades, Reading, and Special Education

**AGENDA ITEM**

A-2c. 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:**

- Three personnel appointments that are non-state funded

**System SAAO-I Appointments**

- One SAAO-I Position Creation

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



## **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 March 24, 2021, to May 3, 2021.

### ***UNC System Office***

#### **Appointments**

##### **Non-State Funds:**

Lauren Peress, Director of Digital Marketing, PBS North Carolina, April 7, 2021, \$123,000, new position

Beth Reed, Banner Finance Support Specialist, March 30, 2021, \$95,000 new position

Laura Dean, Litigation Counsel, May 3, 2021, \$120,000, vacant position

### **UNC System Institutions**

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

##### **Fayetteville State University:**

New SAAO-I position. Vice Chancellor External Affairs and Military Relations.

This position will manage relationships with local, county officials, business development leaders, state and federal representatives, and military partners. The position will have oversight for two subordinate roles: Associate Vice Chancellor for Military Affairs and Director for Community Relations and Economic Partnerships. Together this team will address areas that can provide increased resources and collaborations that support the mission of the university.

**AGENDA ITEM**

A-3. General Updates for the Committee..... Matthew Brody and Kimberly van Noort

- Situation:** The committee will hear updates on recent Academic Affairs and Human Resources activities.
- Background:** The Committee on Personnel and Tenure reviews and makes recommendations to the UNC Board of Governors on Academic Affairs topics that support faculty and the University's core academic mission, and Human Resources matters, including all personnel actions under the jurisdiction of the Board. The Human Resources and Academic Affairs departments both provide updates to the Committee at every meeting on both annual and ad hoc work, including HR-related efforts during the pandemic, the review of tenured faculty, and annual salary guidance related to any legislatively supported salary raise process.
- Assessment:** Information will be provided to the committee on recent updates in Academic Affairs and Human Resources at the UNC System Office and across the 17 institutions.
- Action:** This item is for information only.

**AGENDA ITEM**

A-4. 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 2020 to 2021.

The report displays increases approved under the president's authority from March 30 through May 4, broken down by increase type and employee type. The numbers from the same period in 2020 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, which are presented in a separate report.

The report also lists the number of salary requests from March 30 through May 4, 2021, that were returned to institutions to be reduced, either to an amount within the institution's delegated authority, or to a lower amount that still required the president's or Board's approval.

Finally, the report lists the number of extensions of temporary salary increases processed under the president's authority from March 30 through May 4, 2020, and from March 30 through May 4, 2021.

**Assessment:** The report is attached.

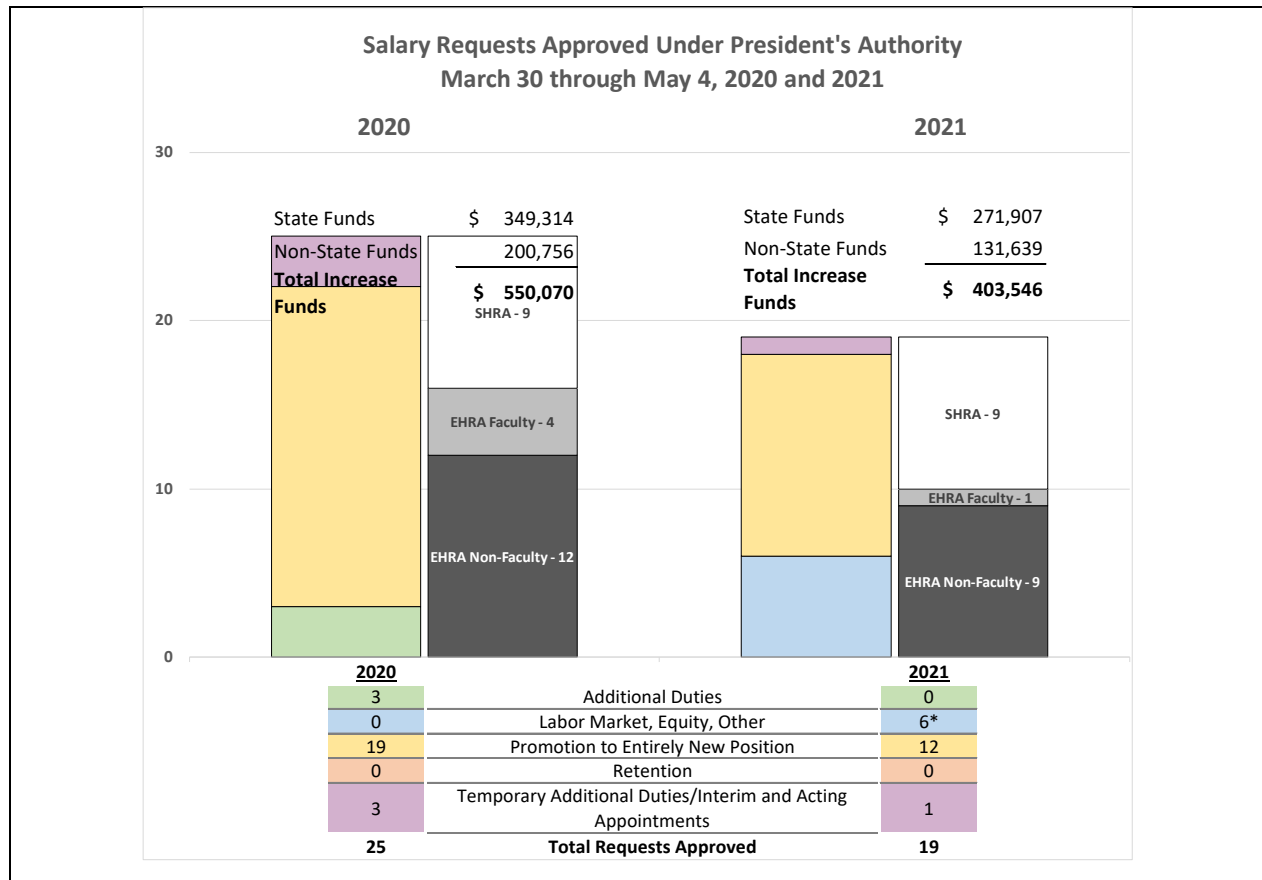
**Action:** This item is for information only.



# 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 March 30 through May 4, 2021, and from the same period of 2020. <sup>1</sup>



From March 30 through May 4, 2021, there were four 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: one
- Approved a reduced amount above delegated authority: three

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 2020 reporting period: three
- For the 2021 reporting period: 22; 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.

\*Note: The six **Labor Market, Equity, Other** requests from 2021 are all from FSU as part of a concerted effort to bring their public safety officers to 100% market.

<sup>1</sup> Post-docs and fellows hired into permanent positions are treated as external hires and thereby excluded from these figures.

**AGENDA ITEM**

A-5. 2020 Annual SHRA Compensation Review ..... Matthew Brody

<b>Situation:</b>	This is an informational report provided to the committee.
<b>Background:</b>	The annual SHRA compensation scorecard was first published in 2017 to promote more transparency with respect to SHRA staff compensation and to provide this information to the president, the Board of Governors, and the senior leadership of the constituent institutions to support future planning and decision-making on staff compensation issues. The review was assembled by the UNC System Office Human Resources using SHRA data from the Human Resources Data Mart system as of January 2021.
<b>Assessment:</b>	The SHRA compensation review contains overall average market index data by each institution. This information is accompanied by brief PowerPoint slides, which explain the content.
<b>Action:</b>	This item is for information only.



# **UNC SYSTEM 2020 ANNUAL SHRA COMPENSATION REVIEW**

UNC System Human Resources  
May 2021

# General Background

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- The **Annual SHRA Compensation Review** is used to monitor where the University's SHRA employees sit with respect to their assigned market rates under the career banding compensation system
- This career banding compensation system was implemented by the Office of State Human Resources (OSHR) in 2008 and is used for UNC System SHRA employees
- This system is not used for EHRA faculty or non-faculty employees

# General Background Continued

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- Since 2008, the salary ranges and their market rates have only been occasionally updated by the State, which has caused these rates to fall behind true labor market.
  - In 2012, a 1.2% increase was added to the salary ranges and market rates.
  - In 2014, \$1,000 was added to the salary ranges.
  - In 2017, both a 1.5% increase and a \$1,000 increase was added to the salary ranges.
  - In 2018, a 5.8% increase was added to the salary ranges and all salary range minimums below \$31,200 were increased to \$31,200.
- Currently, in 2021, the UNC System is participating in a joint project/assessment with OSHR to plan the University's movement to the new North Carolina State Government SHRA compensation system, which would discontinue the use of career banding.

# Market Rate and Market Index

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- SHRA **Market Rates** are established for each SHRA job title and job level (contributing, journey, and advanced) using relevant market data
- Each market rate is representative of the salary of an employee who is fully performing and functioning at each job classification and level
- The ratio of each individual employee's salary to the established market rate is referred to as the **Market Index**

# Calculating Market Index

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The division of an employee's salary by the coinciding SHRA market rate creates a market index. The index is expressed as 100% being the target market rate, with 95% being 5% below market, and 105% indicating 5% above market.

TITLE	RANGE MIN	CONTRIBUTING	JOURNEY	ADVANCED	RANGE MAX
Architect	42,314	54,151	65,989	75,831	85,673

The journey market rate for Architects is **\$65,989**.

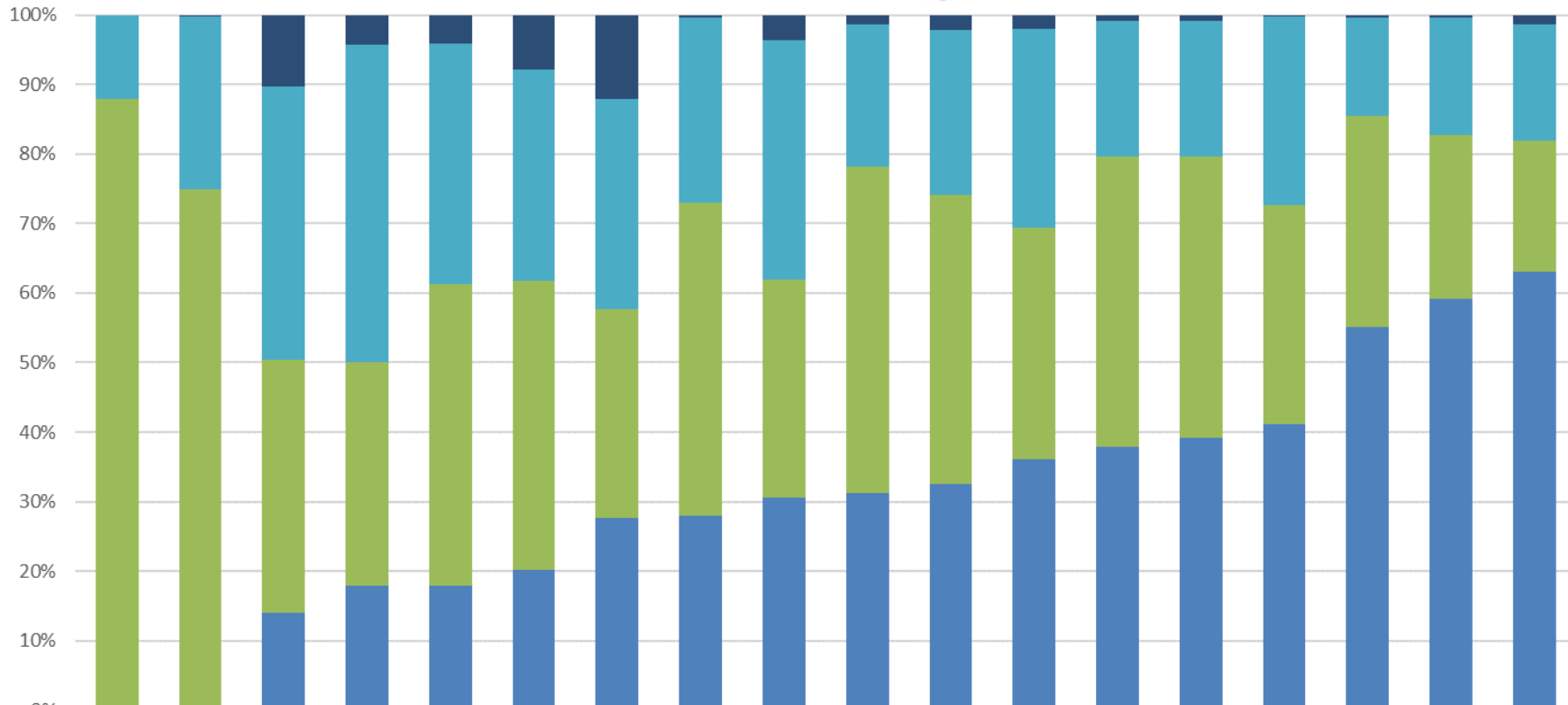
**Person A** is paid **\$60,000**.

We calculate to identify the distance between \$60,000 and \$65,989.

$$\text{\$60,000} / \text{\$65,989} = 0.90924 \text{ (or, 90.92\%)}$$

**Person A** is paid **90.92%** of the market rate for journey-level Architects.

# SHRA Compensation Review – 2020



	NCSSM	UNCC	UNC-CH	WSSU	NCSU	SysOfc	NCCU	UNCG	UNC-SA	UNCW	FSU	ECSU	ECU	NCA&T	UNCP	UNCA	WCU	ASU
■ Above 110%	0.0%	0.2%	10.3%	4.3%	4.1%	7.8%	12.0%	0.4%	3.6%	1.3%	2.2%	2.0%	0.8%	0.9%	0.3%	0.3%	0.3%	1.3%
■ 100% to 110%	12.0%	24.8%	39.2%	45.5%	34.5%	30.5%	30.3%	26.6%	34.5%	20.6%	23.7%	28.6%	19.5%	19.5%	27.0%	14.2%	16.9%	16.7%
■ 90% to 99.99%	88.0%	74.7%	36.5%	32.3%	43.4%	41.6%	30.0%	45.1%	31.4%	46.9%	41.5%	33.3%	41.9%	40.5%	31.5%	30.4%	23.7%	18.8%
■ Less Than 90%	0.0%	0.2%	14.0%	17.9%	18.0%	20.2%	27.7%	27.9%	30.5%	31.2%	32.6%	36.1%	37.8%	39.1%	41.2%	55.1%	59.1%	63.1%

■ Less Than 90%

■ 90% to 99.99%

■ 100% to 110%

■ Above 110%

# Average Market Index – 2017 vs 2020

	2017	2018	2019	2020	2017 to 2020 Difference	2018 to 2020 Difference	2019 to 2020 Difference
WCU	89.3%	87.8%	88.1%	89.1%	-0.2%	1.3%	1.0%
UNCA	92.0%	89.3%	90.0%	89.2%	-2.7%	-0.1%	-0.7%
ASU	91.6%	89.9%	89.9%	89.6%	-2.0%	-0.3%	-0.3%
NCA&T	95.8%	92.6%	92.8%	91.7%	-4.1%	-0.8%	-1.1%
ECSU	86.4%	91.1%	92.1%	91.8%	5.4%	0.7%	-0.3%
UNCP	88.7%	88.6%	91.8%	91.8%	3.1%	3.2%	0.0%
ECU	95.5%	92.9%	92.8%	92.7%	-2.8%	-0.2%	0.0%
UNCW	95.6%	92.9%	93.5%	93.2%	-2.4%	0.3%	-0.3%
NCSSM	97.3%	92.5%	92.3%	93.2%	-4.1%	0.7%	0.9%
UNCSA	96.0%	91.6%	94.3%	93.7%	-2.3%	2.1%	-0.7%
FSU	95.5%	93.2%	93.6%	93.7%	-1.8%	0.5%	0.1%
UNCG	95.1%	93.1%	93.6%	94.0%	-1.2%	0.9%	0.3%
UNCC	98.5%	95.4%	95.7%	95.8%	-2.8%	0.4%	0.1%
NCCU	99.9%	96.9%	96.6%	96.8%	-3.1%	-0.1%	0.2%
NCSU	99.9%	96.4%	96.9%	96.9%	-3.0%	0.5%	0.0%
SysOfc	98.6%	95.1%	96.3%	97.1%	-1.5%	2.0%	0.8%
WSSU	98.7%	96.5%	97.1%	97.5%	-1.3%	1.0%	0.4%
UNC-CH	101.9%	98.4%	101.9%	99.0%	-2.9%	0.6%	-2.9%



# Factors That Impact Salary Setting

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FACTOR/IMPACT	EFFECT
<b>Specialized and/or highly competitive sectors</b>	<p>Certain sectors of higher education draw on a more competitive labor market and drive higher market rates:</p> <ul style="list-style-type: none"><li>• Health care and clinical enterprise</li><li>• Sponsored research enterprise</li></ul>
<b>Geographical and regional factors</b>	<p>Average market indexes can vary significantly given regional economic and labor market factors:</p> <ul style="list-style-type: none"><li>• Lower market demand in mountain regions and the eastern part of the state, given a smaller concentration of large employers; although in these regions, consideration must also be given to challenges in recruiting talent to less populated parts of the State and in some cases steadily increased costs of living</li><li>• Higher labor market demand in more urban centers like Raleigh/Durham/RTP and Charlotte, given a concentration of other large public and private sector employers</li></ul>

# Factors That Impact Salary Setting (continued)

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FACTOR/IMPACT	EFFECT
<b>Highly specialized and/or high demand occupations</b>	Typically higher market rates for information technology, engineers, and skilled trades such as high voltage, electricians, plumbers, and HVAC
<b>Market rate stagnation</b>	Market rates have remained nearly stagnant since the 2008 implementation, creating some compression near the 100% mark
<b>Budgetary Resources</b>	Constituent institutions do not have equal access to funding resources. Some institutions rely heavily on State funds and others are able to leverage significant non-State sources to fund pay improvements to move employees toward and beyond the market rate