



ANNUAL REPORT TO THE UNC BOARD OF GOVERNORS

Committee on Personnel and Tenure

July 1, 2020 through June 30, 2021

DUTIES AND MEMBERSHIP

The major responsibilities of the Committee on Personnel and Tenure are: (1) to make recommendations to the UNC Board of Governors on all personnel actions under the jurisdiction of the Board; (2) to review *The Code* and institutional policies and regulations regarding tenure and dismissal; (3) to act on compensation matters that exceed prescribed thresholds; (4) to act on compensation matters for the president's direct reports, chancellors, and the CEOs of UNC Health Care and PBS North Carolina; and (5) to act on new or modified policies regarding human resources-related matters.

Board members who served on the committee during the fiscal year July 1, 2020, through June 30, 2021 were Kellie Hunt Blue, Reginald Ronald Holley, R. Doyle Parrish, W. Louis Bissette, Jr., Carolyn Coward, Art Pope, and Dwight Stone. The committee officers were Ms. Blue as chair, Mr. Holley as vice chair, and Mr. Parrish as secretary. Chancellors Johnson Akinleye, Harold Martin, and Jose Sartarelli served as chancellor representatives to the committee.

ACTIONS

The committee met in 10 regular or special meetings between July 1, 2020 and June 30, 2021. The major actions of the committee and matters presented to the committee are summarized below.

Human Resources Actions

Salary Pre-Authorizations: The committee reviewed and pre-authorized 20 salary requests for University employees exempt from the State Personnel Act (EHRA).

Delegated Salary Actions: The committee also received informational reports on 66 EHRA Faculty and 67 EHRA Non-Faculty salary requests approved by the UNC System Office under authority delegated to the president or his designee.

Annual Raise Process: Due to the lack of an adopted State Budget for Fiscal Year 2020/2021, there was no University annual raise process (ARP) for this fiscal year. Therefore no ARP-related matters were brought before the committee.

Annual SHRA Compensation Review: In May 2021, the committee reviewed the annual SHRA compensation scorecard to see how overall average market index under the University's career banding compensation system is situated by institution.

Chancellor Incentive Compensation: In September 2019 the Board voted to approve a resolution delegating authority to the president to create a chancellor incentive compensation program that would include both individual institutional and shared System-wide goals. In November 2019 the Board approved the plan document and authorized the president to return to the committee with proposed shared System-wide goals. In April 2021,

the Board voted to Revise Section 200.6 of the UNC Policy Manual to allow the president to develop and implement an incentive compensation program for chancellors that reflects the goals established by the Board for the president.

Chancellor Searches: The committee was periodically apprised of the status of chancellor searches for East Carolina University (ECU) and Fayetteville State University (FSU). Once concluded, a recommended candidate was brought before the committee for each before being forwarded to the full Board of Governors for final vote. In December 2020, Dr. Philip G. Rogers was selected as the chancellor of ECU and in February 2021, Darrell T. Allison was selected as the chancellor of FSU.

COVID-19 Updates: Beginning in March 2020, the committee was given periodic updates to the UNC System's response to the Coronavirus pandemic with respect to workplace and workforce impacts. Topics shared with the committee included special work and leave provisions, incorporating mandatory employee designations, and COVID-19 related paid administrative leave provisions.

Employee Engagement Metrics: In October 2020, the committee was presented with two years of detailed System-wide employee engagement survey results. In general, 2020 survey participation increased, while overall positive survey responses reduced slightly compared to the survey conducted in 2018. The next employee engagement survey is anticipated to be administrated in early 2022.

Policy on Title IX Sexual Harassment: In September 2020, the Board voted to add Section 1300.11 of the UNC Policy Manual, Policy on Title IX Sexual Harassment. This required constituent institutions to adopt policies and/or procedures for adjudicating claims of sex discrimination by student and employees that comply with Title IX of the Education Amendments of 1972.

Salary Increase Metrics: Given the COVID-19 event and the implementation of a related pause on non-essential human resources actions by the president, the committee was provided frequent informational reports on all salary increase activity subject to approval by the president. These reports compared activity approved under the president's delegated authority each period compared to the equivalent timeframe of the year before. The reports demonstrated a substantial decrease in salary increase activity due to the president's pause on non-essential human resources actions.

Turnover Metrics: In November 2020, the committee was presented with three years of detailed System-wide turnover data. In general, voluntary turnover has reduced or held steady at most institutions. Almost 70 percent of hiring activity across the System is for external candidates.

Tutorials: The committee was presented with periodic tutorials on matters such as athletic contracts, Carnegie classifications, the constituent institution peer setting process, and employee compensation.

Workforce Job Categories (JCAT) Briefing: The committee was presented with a tutorial on the University's Job Category (JCAT) classification structure. This was intended to provide background information for a subsequent briefing on five-year workforce trends that was jointly presented to the committees on personnel and tenure and budget and finance. These committees are expected to receive additional briefings on this topic in the months ahead.

Academic Affairs Actions

Academic Tenure for Special Faculty: In July 2020, Sections 603 and 610 of *The Code* of the University of North Carolina were amended to clarify the conditions under which UNC System institutions are able to end fixed term faculty appointments due to such items as unavailability of funds and enrollment declines.

Faculty Recruitment and Retention Fund: This fund was established by the General Assembly in 2006 to be used to recruit and retain key tenured and tenure-track faculty. At committee meetings throughout the year, Dr. Kimberly van Noort apprised committee members on the status and utilization of this fund.

Performance Review of Tenured Faculty: The committee received the Performance Review of Tenured Faculty from fiscal year 2019-2020. Of the 644 tenured faculty reviewed, 24 were deemed deficient.

Tenure Conferrals: Academic Affairs reported on 33 tenure conferrals or promotions from campuses that lack management flexibility.