



MEETING OF THE BOARD OF GOVERNORS  
Committee on University Personnel

April 6, 2022 at 2:30 p.m.  
Via Videoconference and PBS North Carolina Live Stream  
A.K. Hinds University Center, Grand Room (3<sup>rd</sup> Floor)  
Western Carolina University  
Cullowhee, North Carolina

**AGENDA**

**OPEN SESSION**

- A-1. Approval of the Open Session Minutes of February 23, 2022..... Kellie Hunt Blue
- A-2. Informational Reports
  - a. Faculty Recruitment and Retention Fund Utilization Under Delegated Authority to the President..... Kimberly van Noort
  - b. 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. Report on Human Resources Turnover Metrics ..... Matthew Brody
- A-5. Performance Review of Tenured Faculty Report..... Kimberly van Noort
- A-6. Delegated Authorities Regarding the Senior Administrative Officer and Senior Athletic Employee Retirement Programs ..... Matthew Brody

**CLOSED SESSION**

- A-7. Approval of the Closed Session Minutes of February 23, 2022..... Kellie Hunt Blue
- A-8. EHRA Salary Pre-Authorizations Requiring Approval by the Committee on University Personnel..... Matthew Brody
- A-9. Informational Report: EHRA Salary Adjustment Pre-Authorizations Delegated to the President or His Designee..... Matthew Brody

**OPEN SESSION**

- A-10. Adjourn

**Additional Information Available:**  
Salary Increase Metrics



## 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

February 23, 2022 at 2:30 p.m.  
Via Videoconference and PBS North Carolina Live Stream  
UNC System Office  
140 Friday Center Drive, Board Room  
Chapel Hill, North Carolina

This meeting of the Committee on University Personnel was presided over by Chair Kellie Hunt Blue. The following committee members, constituting a quorum, also attended: Reginald R. Holley, C. Philip Byers, Carolyn Coward, and John Fraley.

Chancellors participating were Harold Martin and Jose Sartarelli. Crystal Woods, chair of the UNC Staff Assembly, and Timothy Ives, chair of the UNC Faculty Assembly, were also in attendance.

Staff members present included Matthew Brody, Mary Griffin Inscoe, and others from the UNC System Office.

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### 1. Call to Order and OPEN Session Minutes (Item A-1)

The chair called the meeting to order at 2:30 p.m., Wednesday, February 23, 2022, and called for a motion to approve the open session minutes of January 19, 2022.

**MOTION:** Resolved, that the Committee on University Personnel approve the open session minutes of January 19, 2022, as distributed.

**Motion:** C. Philip Byers

**Motion carried**

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

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

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

The committee received two additional informational reports on recent salary increase metrics, as well as a report on chancellor participation in the Senior Administrative Officers Retirement Plan (SAORP).

**4. Revisions to Sections 200.6 and 600.3.4 of the UNC Policy Manual Regarding Delegations of Authority for Certain EHRA Compensation Actions (Item A-4)**

The committee reviewed proposed revisions to Section 200.6 of the UNC Policy Manual, *Policy on Delegation of Authority to the President*, and Section 600.3.4 of the UNC Policy Manual, *Policy on Granting Management Flexibility to Appoint and Fix Compensation*. The proposed revisions would increase delegations of authority to the president and boards of trustees for various EHRA compensation actions.

**MOTION:** Resolved, that the Committee on University Personnel approve for inclusion on the April consent agenda the policy changes delegating salary increase authority to the president and boards of trustees as provided in the revisions to Sections 200.6 and 600.3.4 of the UNC Policy Manual.

**Motion:** John Fraley  
**Motion carried**

**5. Closed Session**

The chair called for a motion to move into closed session.

**MOTION:** Resolved, that the Committee on University Personnel 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 R. Holley  
**Motion carried**

**THE MEETING MOVED INTO CLOSED SESSION AT 2:37 PM**  
(The complete minutes of the closed session are recorded separately.)

**THE MEETING RESUMED IN OPEN SESSION AT 2:49 p.m.**

There being no further business and without objection, the meeting adjourned at 2:50 p.m.

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Art Pope, 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, four approved requests
- University of North Carolina at Chapel Hill, nine approved requests
- University of North Carolina at Charlotte, four approved requests
- University of North Carolina Wilmington, two 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  
**\$5,649,469** 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

Adria Dunbar, assistant professor in the Department of Educational Leadership, Policy, and Human Development, \$3,298 from the Faculty Recruitment and Retention Fund with NC State funding the cost of benefits

(\$78,384 **from** \$75,086 effective February 16, 2022)

Shiyan Jiang, assistant professor in the Department of Teacher Education and Learning Sciences, \$3,690 from the Faculty Recruitment and Retention Fund with NC State funding the cost of benefits

(\$77,490 **from** \$73,800 effective February 16, 2022)

Anna Jacob Egalite, associate professor in the Department of Educational Leadership, Policy, and Human Development, \$3,451 from the Faculty Recruitment and Retention Fund with NC State funding the cost of benefits

(\$104,613 **from** \$101,162 effective March 2, 2022)

Jackie Relyea, assistant professor in the Department of Teacher Education and Learning Sciences, \$3,562 from the Faculty Recruitment and Retention Fund with NC State funding the cost of benefits

(\$74,80 **from** \$71,238 effective March 2, 2022)

### The University of North Carolina at Chapel Hill

Jonathan Abramowitz, professor in the Department of Psychology and Neuroscience, \$15,979 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits

(\$147,009 **from** \$131,030 effective February 16, 2022)

Kristen Lindquist, associate professor in the Department of Psychology and Neuroscience, \$12,890 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits

(\$115,688 **from** \$102,798 effective February 23, 2022)

Kurt Gray, associate professor in the Department of Psychology and Neuroscience, \$12,551 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits

(\$128,725 **from** \$115,466 effective February 24, 2022)

Jennifer Loeb, teaching professor in the Department of Psychology and Neuroscience, \$11,347 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits

(\$86,993 **from** \$75,646 effective February 24, 2022)

Margaret Sheridan, associate professor in the Department of Psychology and Neuroscience, \$12,575 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits

(\$115,688 **from** \$103,113 effective February 24, 2022)

Stephanie Griest, associate professor in the Department of English and Comparative Literature, \$10,794 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits (\$95,000 **from** \$84,206 effective February 28, 2022)

Jordynn Jack, professor in the Department of English and Comparative Literature, \$6,464 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits (\$110,341 **from** \$103,967 effective February 28, 2022)

Douglas Mackay, associate professor in the Department of Public Policy, \$11,224 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits (\$124,600 **from** \$113,376 effective February 28, 2022)

Carmen Gutierrez, assistant professor in the Department of Public Policy, \$12,250 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits (\$112,700 **from** \$100,450 effective February 28, 2022)

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

Fushcia-Ann Hoover, assistant professor in the Department of Geography and Earth Sciences, \$9,500 from the Faculty Recruitment and Retention Fund with UNC Charlotte funding the cost of benefits (\$92,000 **from** \$82,500 effective February 16, 2022)

Ryan Miller, assistant professor in the Department of Educational Leadership, \$7,012 from the Faculty Recruitment and Retention Fund with UNC Charlotte funding the cost of benefits (\$80,000 **from** \$72,988 effective February 23, 2022)

Crystal Eddins, assistant professor in the Department of Africana Studies, \$11,469 from the Faculty Recruitment and Retention Fund with UNC Charlotte funding the cost of benefits (\$82,500 **from** \$71,031 effective February 28, 2022)

Rebekah Rogers, assistant professor in the Department of Bioinformatics and Genomics, \$20,652 from the Faculty Recruitment and Retention Fund with UNC Charlotte funding the cost of benefits (\$125,000 **from** \$104,348 effective March 7, 2022)

#### **University of North Carolina Wilmington**

Rebecca Scott, assistant professor in the Congdon School Department of Supply Chain, Business Analytics, and Information Systems, \$7,075 from the Faculty Recruitment and Retention Fund with UNC Wilmington funding the cost of benefits (\$135,610 **from** \$128,535 effective February 21, 2022)

Linwood Randolph, associate professor in the Department of World Languages & Cultures, \$20,000 from the Faculty Recruitment and Retention Fund with UNC Wilmington funding the cost of benefits (\$86,385 **from** \$66,385 effective March 4, 2022)



## AGENDA ITEM

A-2b. 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
- One personnel appointment that is both state and non-state funded

**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 of February 1, 2022, to March 14, 2022.

### UNC System Office

#### Appointments

State Funds & Non-State funds:

Kimberly Smodic, Chief Information Security Officer, Information Technology Division, February 10, 2022, \$180,000, vacant position

Non-State Funds:

Milton Costen, Director of Customer Relationship Management Services, Shared Advancement Services, March 4, 2022, \$80,000, vacant position



## 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 University Personnel reviews and makes recommendations to the UNC System 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. Report on Human Resources Turnover Metrics..... Matthew Brody

**Situation:** This is an update on UNC System-wide human capital metrics including faculty and staff turnover through the end of the prior fiscal year (June 2021) and then on a month-to-month basis in the current fiscal year-to-date (February 2022).

**Background:** UNC System Human Resources began collecting turnover information from the constituent institutions with fiscal year 2017-18 as part of the Human Resources Metrics goal included in the 2017 UNC System Strategic Plan. Human Resources has continued working with constituent institutions since that time to refine the data collection process and expand the available employee demographics and position data available to review in the context of employee turnover.

The turnover data are divided into three major categories:

- Voluntary Turnover: Resignations and other employee-driven departures
- Involuntary Turnover: Separations that are employer-driven, such as reduction-in-force, at-will discontinuations, contract non-renewals, and discharge/dismissal for cause
- Other Turnover: Separations due to retirement, disability, or death (approximately 90 percent of the turnover in this category is due to retirements)

**Assessment:** For the past four fiscal years, the UNC System institutions have remained largely consistent with turnover benchmarks for public institutions provided by the College and University Personnel Association-Human Resources (CUPA-HR). However, starting in the summer of 2021, the System's turnover rates increased significantly across the board and this trend continues to-date. This is estimated to be a direct outcome of the COVID-19 event and its profound impacts on workforce trends generally including voluntary job change, early retirement, and some working parents at least temporarily leaving the workforce given childcare challenges. These trends are not unique to the University and employers in many sectors are experiencing substantial and transformational workforce challenges and dramatic shifts in employee expectations for teleworking arrangements. Human Resources will continue to closely monitor turnover on a month-to-month basis to determine if increased turnover continues or whether it settles to more normal patterns as COVID-19 transitions to a more endemic stage.

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



# UNC SYSTEM TURNOVER METRICS

Presented to the Committee on University Personnel  
UNC Board of Governors  
April 2022

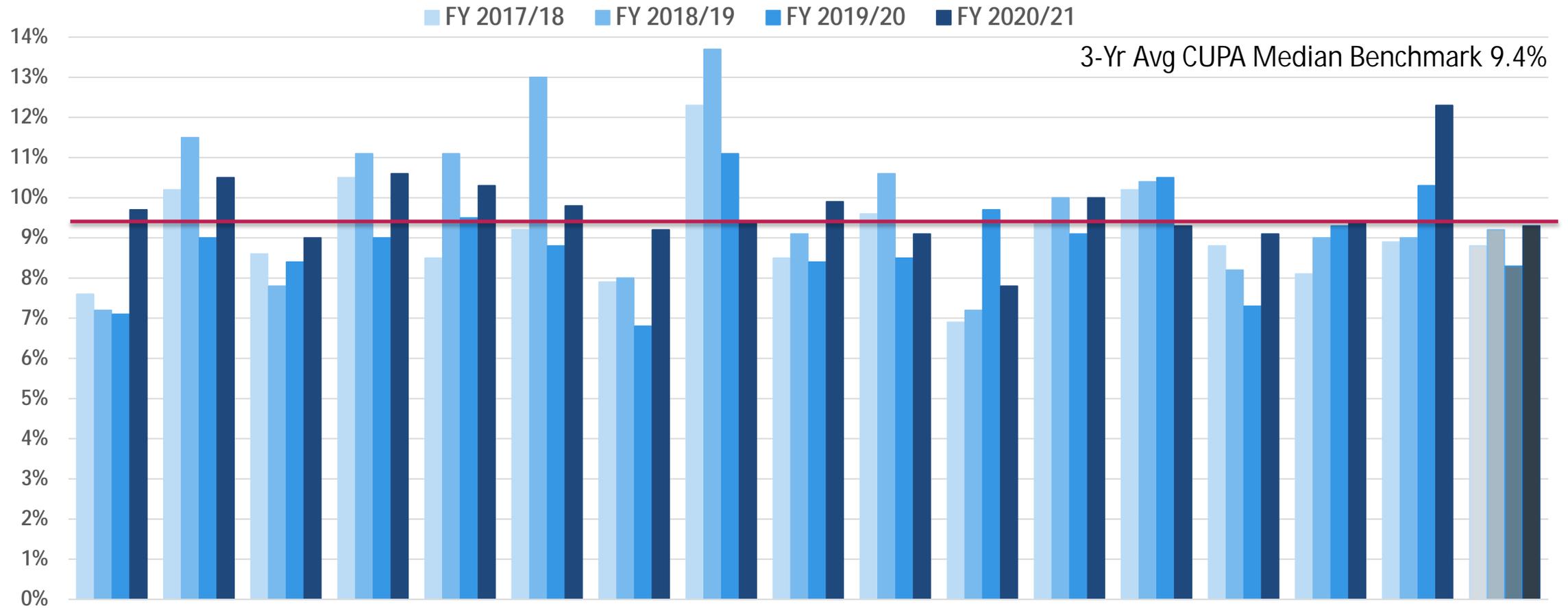
# Defining Types of Turnover

- **Voluntary Turnover**
  - “Employee-driven” separations due to employee resignations, including transfers to other institutions (but not including movement within the same institution)
- **Involuntary Turnover**
  - “Employer-driven” separations due to dismissal, discharge, discontinuation, end of appointments, or reduction-in-force
- **Other Turnover**
  - Retirements, deaths, long-term disability, unable to return to work
  - Retirements account for about 90% of the separations in this category
- **The following charts do not include data for involuntary turnover**

# UNC System Annualized Turnover By Fiscal Year – 2017 to 2021

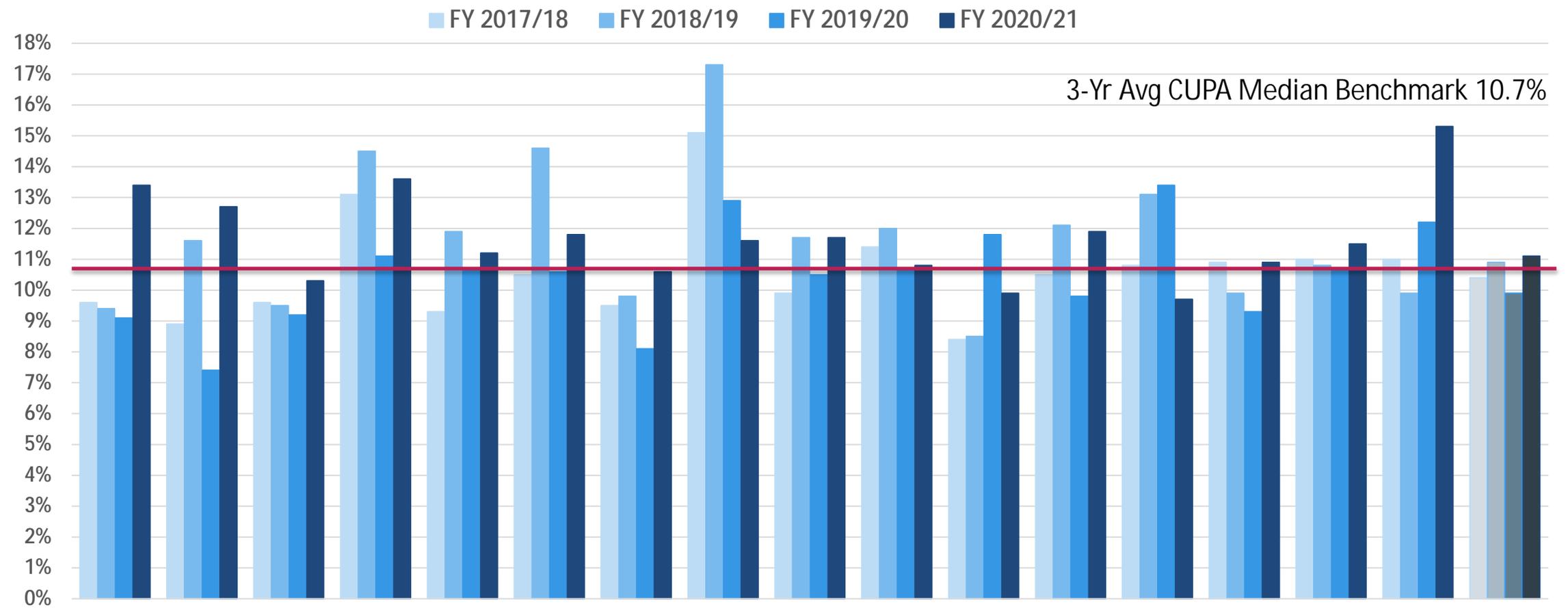
- System-wide rates for all faculty and staff run slightly lower (8.9%) compared to the CUPA median benchmark (9.4%)
    - For FY20-21, half of the institutions were slightly above the benchmark and half below
  - System-wide rates for staff (10.6%) are consistent with CUPA median benchmark (10.7%)
    - UNCA and UNCSA had reductions in FY20-21 turnover compared to previous years
    - ASU, ECSU, and WSSU had increases in FY20-21 turnover compared to previous years
    - FSU and UNCA have remained above the benchmark for past several years
  - System-wide rates for faculty (5.0%) tend to be lower than the CUPA median benchmark (6.3%)
    - ECSU sustained higher rates in past years, but fell below the benchmark in FY20-21
    - NCSU, UNCC, UNCSA, and UNCW had increases in FY20-21 compared to previous years
- \* *NOTE: The current CUPA benchmark data are only available through June 2021. It is anticipated that the updated benchmark data, once available, will in all likelihood show a substantive increase in turnover at other institutions of higher education for the last six months of 2021 due to COVID-19. The UNC System Office will provide a further update once these new data become available.*

# Turnover % By Institution – **FACULTY & STAFF** (excluding involuntary turnover) Over Four Fiscal Years



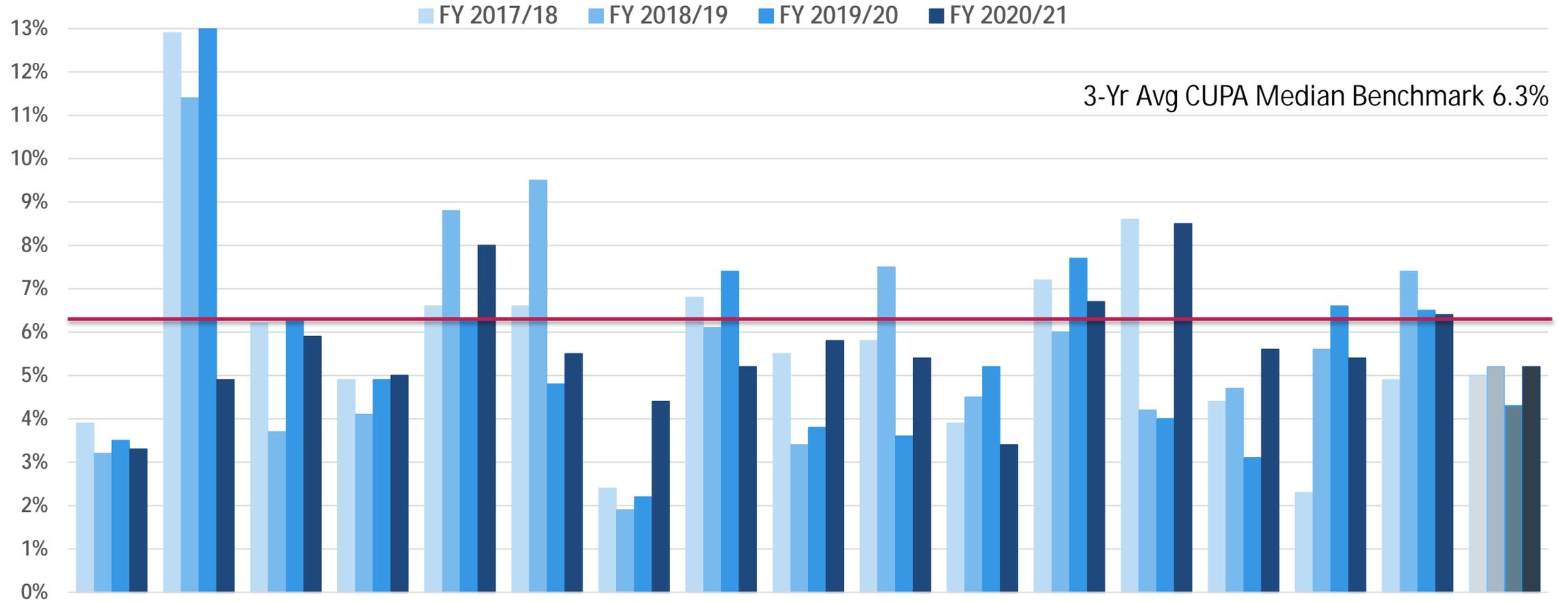
	ASU	ECSU	ECU	FSU	NCAT	NCCU	NCSU	UNCA	UNCC	UNC-CH	UNCG	UNCP	UNCSA	UNCW	WCU	WSSU	SYS AVG
FY 2017/18	7.6%	10.2%	8.6%	10.5%	8.5%	9.2%	7.9%	12.3%	8.5%	9.6%	6.9%	9.4%	10.2%	8.8%	8.1%	8.9%	8.8%
FY 2018/19	7.2%	11.5%	7.8%	11.1%	11.1%	13.0%	8.0%	13.7%	9.1%	10.6%	7.2%	10.0%	10.4%	8.2%	9.0%	9.0%	9.2%
FY 2019/20	7.1%	9.0%	8.4%	9.0%	9.5%	8.8%	6.8%	11.1%	8.4%	8.5%	9.7%	9.1%	10.5%	7.3%	9.3%	10.3%	8.3%
FY 2020/21	9.7%	10.5%	9.0%	10.6%	10.3%	9.8%	9.2%	9.4%	9.9%	9.1%	7.8%	10.0%	9.3%	9.1%	9.4%	12.3%	9.3%
4-YR AVG	7.9%	10.3%	8.4%	10.3%	9.9%	10.2%	8.0%	11.7%	9.0%	9.5%	7.9%	9.6%	10.1%	8.3%	9.0%	10.1%	8.9%

# Turnover % By Institution – All **STAFF** (excluding involuntary turnover) Over Four Fiscal Years



	ASU	ECSU	ECU	FSU	NCAT	NCCU	NCSU	UNCA	UNCC	UNC-CH	UNCG	UNCP	UNCSA	UNCW	WCU	WSSU	SYS AVG
FY 2017/18	9.60%	8.90%	9.60%	13.10%	9.30%	10.50%	9.50%	15.10%	9.90%	11.40%	8.40%	10.50%	10.80%	10.90%	11.00%	11.00%	10.40%
FY 2018/19	9.40%	11.60%	9.50%	14.50%	11.90%	14.60%	9.80%	17.30%	11.70%	12.00%	8.50%	12.10%	13.10%	9.90%	10.80%	9.90%	10.90%
FY 2019/20	9.10%	7.40%	9.20%	11.10%	10.70%	10.60%	8.10%	12.90%	10.50%	10.70%	11.80%	9.80%	13.40%	9.30%	10.70%	12.20%	9.90%
FY 2020/21	13.40%	12.70%	10.30%	13.60%	11.20%	11.80%	10.60%	11.60%	11.70%	10.80%	9.90%	11.90%	9.70%	10.90%	11.50%	15.30%	11.10%
4-YR AVG	10.4%	10.2%	9.7%	13.1%	10.8%	11.9%	9.5%	14.3%	11.0%	11.2%	9.7%	11.1%	11.8%	10.3%	11.0%	12.1%	10.6%

# Turnover % By Institution – All **FACULTY** (excluding involuntary turnover) Over Four Fiscal Years

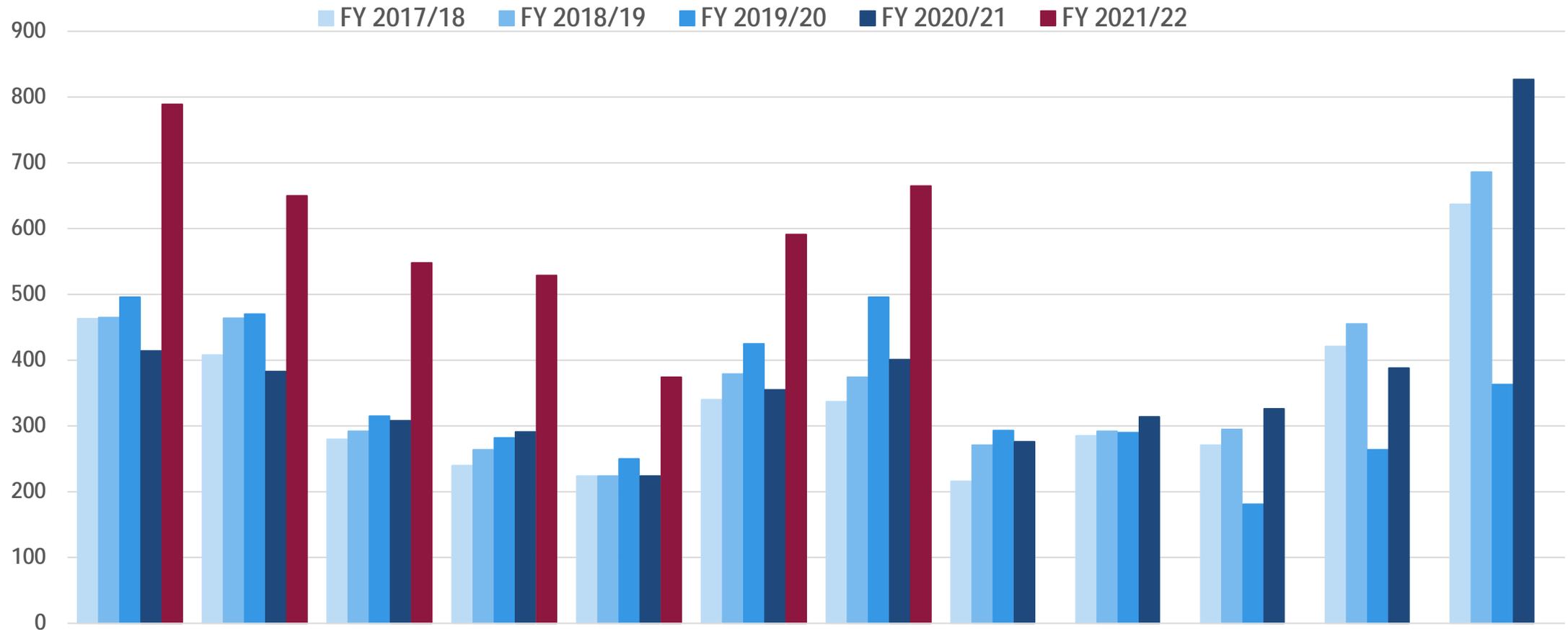


	ASU	ECSU	ECU	FSU	NCAT	NCCU	NCSU	UNCA	UNCC	UNC-CH	UNCG	UNCP	UNCSA	UNCW	WCU	WSSU	SYS AVG
FY 2017/18	3.90%	12.90%	6.20%	4.90%	6.60%	6.60%	2.40%	6.80%	5.50%	5.80%	3.90%	7.20%	8.60%	4.40%	2.30%	4.90%	5.00%
FY 2018/19	3.20%	11.40%	3.70%	4.10%	8.80%	9.50%	1.90%	6.10%	3.40%	7.50%	4.50%	6.00%	4.20%	4.70%	5.60%	7.40%	5.20%
FY 2019/20	3.50%	13.00%	6.30%	4.90%	6.30%	4.80%	2.20%	7.40%	3.80%	3.60%	5.20%	7.70%	4.00%	3.10%	6.60%	6.50%	4.30%
FY 2020/21	3.30%	4.90%	5.90%	5.00%	8.00%	5.50%	4.40%	5.20%	5.80%	5.40%	3.40%	6.70%	8.50%	5.60%	5.40%	6.40%	5.20%
4-YR AVG	3.5%	10.6%	5.5%	4.7%	7.4%	6.6%	2.7%	6.4%	4.6%	5.6%	4.2%	6.9%	6.2%	4.5%	5.0%	6.3%	5.0%

# UNC System Monthly Turnover – Comparing 2020-2022 to Prior Years

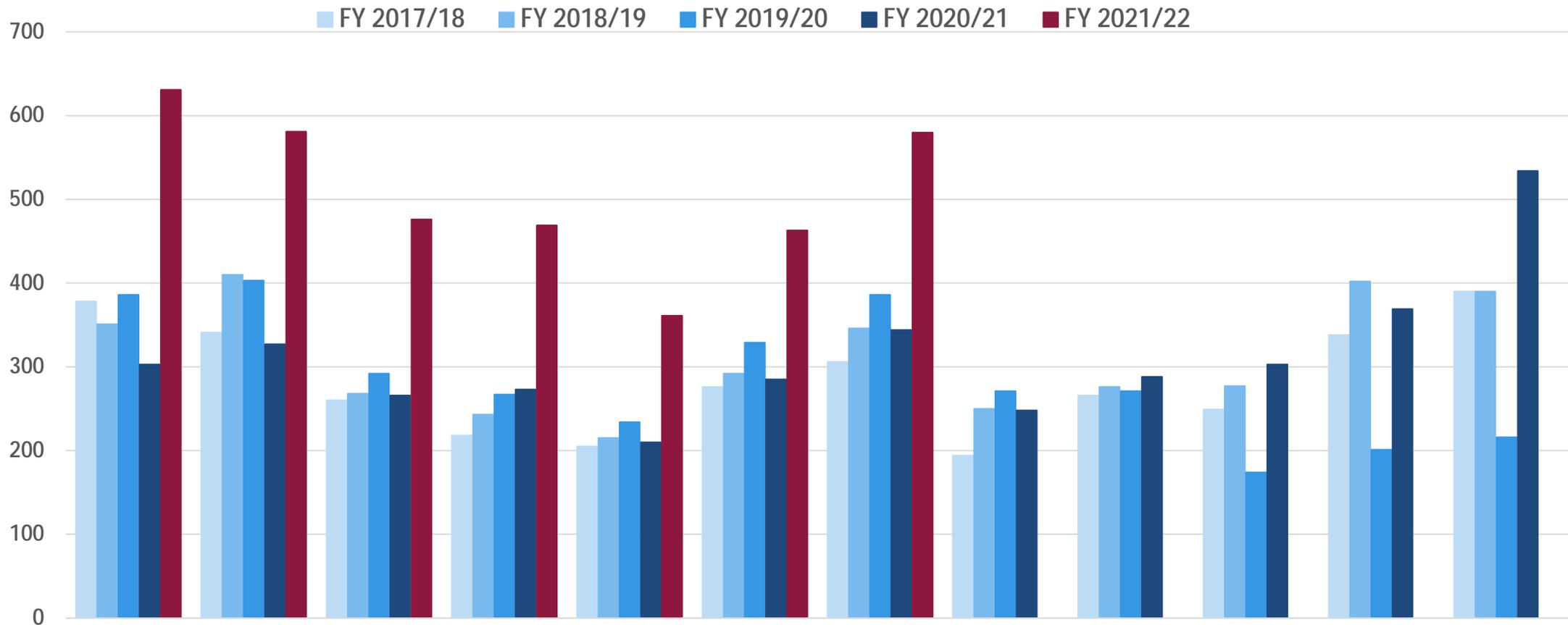
- Turnover dropped significantly month-to-month for the first 5 months of the pandemic (April-August 2020) then stayed at levels consistent with previous years until June 2021.
- Starting in the summer of 2021, the University's turnover rates increased substantially across the board and this trend continues to-date.
- This is estimated to be a direct outcome of the COVID-19 event and its profound impact on workforce trends nationwide including voluntary job changes, retirements, and some working parents at least temporarily leaving the workforce to care for school-age children given childcare challenges.
- These trends are not unique to the University and employers in many sectors are experiencing substantial and transformational workforce challenges including widespread expectations for continued teleworking arrangements by employees.

# #'s of Turnovers By Month – **FACULTY & STAFF** (excluding involuntary turnover) Over Four Fiscal Years



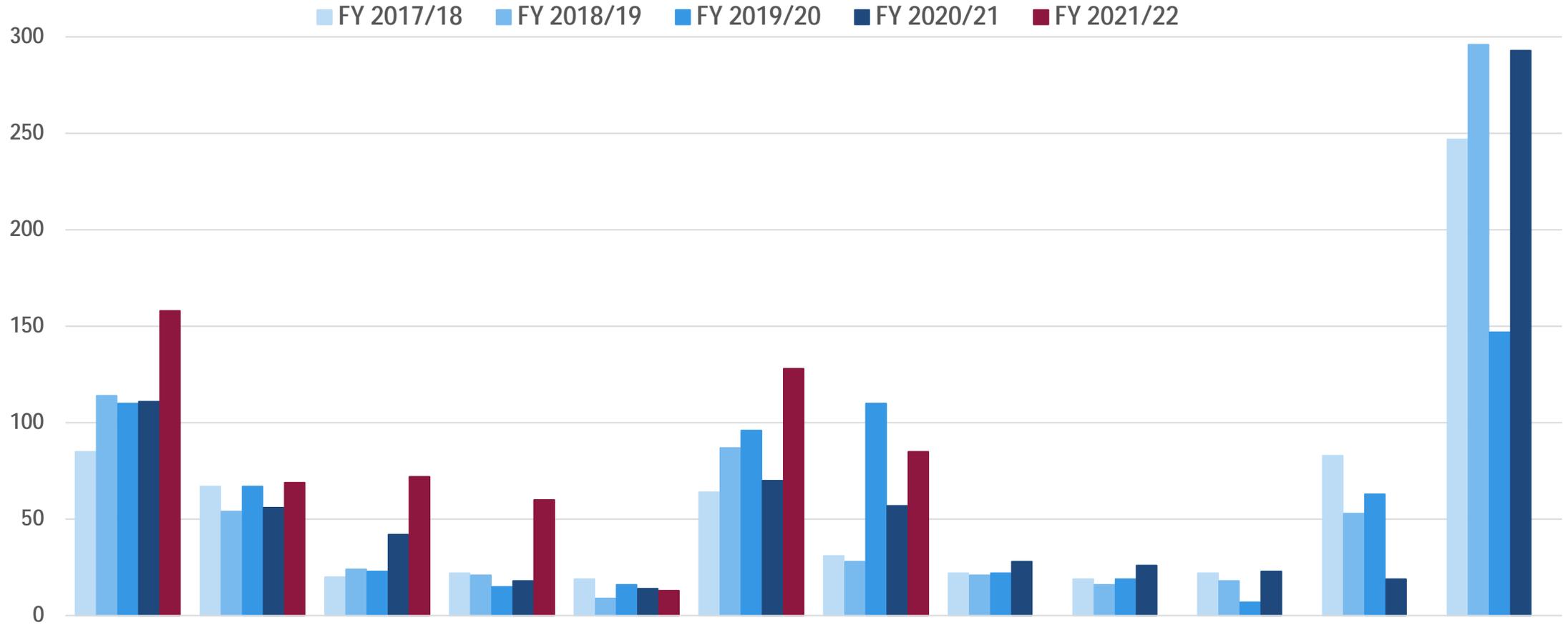
	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
FY 2017/18	463	408	280	240	224	340	337	216	285	271	421	637	4,122
FY 2018/19	465	464	292	264	224	379	374	271	292	295	455	686	4,461
FY 2019/20	496	470	315	282	250	425	496	293	290	181	264	363	4,125
FY 2020/21	414	383	308	291	224	355	401	276	314	326	388	827	4,507
4-YR AVG	460	431	299	269	231	375	402	264	295	268	382	628	4,304
<b>FY 22 YTD</b>	<b>789</b>	<b>650</b>	<b>548</b>	<b>529</b>	<b>374</b>	<b>591</b>	<b>665</b>						<b>4,146</b>

# #'s of Turnovers By Month– **STAFF** (excluding involuntary turnover) Over Four Fiscal Years



	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
FY 2017/18	378	341	260	218	205	276	306	194	266	249	338	390	3,421
FY 2018/19	351	410	268	243	215	292	346	250	276	277	402	390	3,720
FY 2019/20	386	403	292	267	234	329	386	271	271	174	201	216	3,430
FY 2020/21	303	327	266	273	210	285	344	248	288	303	369	534	3,750
4-YR AVG	355	370	272	250	216	296	346	241	275	251	328	383	3,580
FY 22 YTD	631	581	476	469	361	463	580						3,561

# #'s of Turnovers By Month – **FACULTY** (excluding involuntary turnover) Over Four Fiscal Years



	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
FY 2017/18	85	67	20	22	19	64	31	22	19	22	83	247	701
FY 2018/19	114	54	24	21	9	87	28	21	16	18	53	296	741
FY 2019/20	110	67	23	15	16	96	110	22	19	7	63	147	695
FY 2020/21	111	56	42	18	14	70	57	28	26	23	19	293	757
4-YR AVG	105	61	27	19	15	79	57	23	20	18	55	246	724
FY 22 YTD	158	69	72	60	13	128	85						585

## AGENDA ITEM

A-5. Performance Review of Tenured Faculty Report ..... Kimberly van Noort

**Situation:** Presentation of the 23rd Performance Review of Tenured Faculty, or post-tenure review, encompassing the academic year 2020-2021.

**Background:** The Board of Governors of the University of North Carolina adopted policy and guidelines for Performance Review of Tenured Faculty (Sections 400.3.3 and 400.3.3.1[G] of the UNC Policy Manual), or post-tenure review, in 1997, and strengthened them in 2014. The 2014 update included guidelines that “assure the continuing rigorous application of post-tenure review as intended by the Board of Governors” and is intended “to support and encourage excellence among tenured faculty.”

**Assessment:** A total of 548 tenured faculty underwent performance reviews by their peers in academic year 2020-21, with 280 exceeding expectations, 247 meeting expectations, and 21 (3.8 percent) not meeting expectations. Of the 21 not meeting expectations, 12 received the designation for the first time. Last year’s evaluation cycle was hampered by the COVID-19 pandemic, with 147 reviews not accomplished. Those due for review in that cycle will be reviewed in academic year 2021-22.

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



# THE UNIVERSITY OF NORTH CAROLINA SYSTEM

## PERFORMANCE REVIEW OF TENURED FACULTY REPORT

April 7, 2022

University of North Carolina System  
Chapel Hill, North Carolina

# Introduction

The Division of Academic Affairs began collecting campus data on the outcomes of post-tenure review of faculty in 1988.<sup>1</sup> The Board of Governors of the University of North Carolina System adopted policy and guidelines for Performance Review of Tenured Faculty, or post-tenure review, in 1997, and strengthened them 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” and 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
- Providing for the imposition of appropriate sanctions, which may include a recommendation for discharge in the most serious cases, of those whose performance remains unsatisfactory.

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 2020-21 academic year at the fifteen UNC System institutions that grant tenure. Key findings from the report:

- 548 tenured faculty underwent performance reviews conducted by their peers
  - 280 faculty were found to exceed expectations (51.1 percent)
  - 247 faculty were found to meet expectations (45.1 percent)
  - 21 faculty were found to not meet expectations (3.8 percent)
- 147 faculty due for review were delayed due to COVID-19 concerns/issues

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<sup>1</sup>The University of North Carolina School of the Arts and the 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

The UNC System collected data and information from the 15 institutions with tenure processes for the 23rd year, and Table 1 includes information on the outcomes of post-tenure performance review for the past 10 years. During academic year 2020-21, System institutions found 21, or 3.8 percent, of eligible tenured faculty members did not meet expectations based on criteria established by the Board of Governors and the individual institutions. The previous academic year represents the second highest percentage not meeting expectations in the past 10 years, second only to the 3.9 percent in academic year 2011-12, and above the 10-year average of 3.0 percent. In raw numbers, the number not meeting expectations is the lowest since 2016-17, but the number of faculty reviewed last year was the lowest in the past 10 years.

**Table 1: Ten-Year Post-Tenure Review Trends, 2010-11 to 2020-21**

Year	# Faculty Reviewed	# of Faculty Not Meeting Expectations	% Not Meeting Expectations
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%
2017-18	774	25	3.2%
2018-19	1,222	36	2.9%
2019-20	644	24	3.7%
2020-21	548	21	3.8%
10-Year Total	8,387	252	3.0%

Source: Survey of tenure-granting UNC institutions, January 2022

The number of total faculty reviewed in 2020-21 was impacted by the COVID-19 pandemic. As with the 2019-20 cycle, when collecting data for this year's report, the UNC System requested the number of post-tenure reviews institutions could not complete due to the COVID-19 pandemic. In 2019-20, a total of 20 reviews were not accomplished due to the pandemic, compared to 147 for the current cycle. The timing of the pandemic, shutdowns, and institutional mitigation issues account for the higher total. During academic year 2019-20, only four months were during these measures, while the entire academic year in the current cycle occurred under different forms of COVID mitigation measures. The institutions will attempt to complete the reviews due for this cycle during the 2021-22 academic year, and those numbers will be reported in the 2021-22 report.

Like 2019-20, tenured professors represented the majority of faculty reviewed (345, or 63 percent), with associate professors accounting for 35.4 percent (194). Only the University of North Carolina at

Greensboro reviewed an assistant professor, but the eight librarians reviewed (1.5 percent) represents a large increase from last year's report, where only one underwent review.

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

**Table 2. Number of Faculty Not Meeting Expectations in Post-Tenure Reviews, 2010-11 to 2020-21**

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total Faculty Not Meeting Expectations
ASU	2	2	2	1	-	1	-	3	-	1	12
ECU	-	-	16	-	-	-	3	8	-	-	27
ECSU	-	-	1	-	-	-	-	-	-	-	1
FSU	1	2	1	-	-	-	1	-	2	-	7
NC A&T	2	-	3	3	-	-	1	-	-	-	9
NCCU	1	1	2	-	2	3	-	-	-	-	9
NCSU	7	7	4	2	5	3	6	12	10	14	70
UNCA	-	2	1	2	2	2	-	1	-	-	10
UNC-CH	13	7	5	4	8	4	6	6	7	2	62
UNCC	-	3	1	2	-	3	5	3	3	1	21
UNCG	1	-	-	-	-	-	-	-	-	-	1
UNCP	-	-	1	-	1	1	1	1	-	-	5
UNCW	1	-	1	1	-	-	-	-	1	1	5
WCU	2	-	-	1	2	-	2	1	-	1	9
WSSU	-	-	-	-	1	-	-	1	1	1	4
<b>TOTAL</b>	<b>30</b>	<b>24</b>	<b>38</b>	<b>16</b>	<b>21</b>	<b>17</b>	<b>25</b>	<b>36</b>	<b>24</b>	<b>21</b>	<b>252</b>

Source: Survey of tenure-granting UNC institutions, January 2022

Twenty-one faculty (3.8 percent) of those reviewed did not meet expectations, with seven of those at the rank of professor, thirteen associate professors, and one professional librarian. Faculty members who receive "does not meet expectations" reviews work closely with their departments to make improvements and are reviewed annually until their performance is deemed to "meet expectations." The department chairs, deans, and colleges closely monitor progress of these faculty, with the length of time of the improvement plan differing by institution, ranging between one to three years. Of the 21 faculty who did not meet expectations, 12 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.

## Appendix A

### 2020-21 Post-Tenure Review Information by Institution

	ASU	ECU	ECSU	FSU	NC A&T	NCCU	NCSU	UNCA	UNC-CH	UNCC	UNCG	UNCP	UNCW	WCU	WSSU	TOTAL
<b>1. Number of PTR conducted</b>																
Tenured Professor	35	3	5	10	2	4	72	10	142	14	18	8	0	12	10	345
Tenured Associate Professor	19	3	1	10	6	0	31	8	42	3	36	12	0	13	10	194
Tenured Assistant Professor	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Tenured Professional Librarians	0	0	0	0	0	0	0	0	0	0	0	1	7	0	0	8
<b>Total reviewed</b>	<b>54</b>	<b>6</b>	<b>6</b>	<b>20</b>	<b>8</b>	<b>4</b>	<b>103</b>	<b>18</b>	<b>184</b>	<b>17</b>	<b>55</b>	<b>21</b>	<b>7</b>	<b>25</b>	<b>20</b>	<b>548</b>
<b>2. Outcome</b>																
Exceeded expectations	34	5	5	16	3	1	2	17	111	1	39	13	5	16	12	280
Met expectations	19	1	1	4	5	3	87	1	71	15	16	8	1	8	7	247
Did not meet expectations	1	0	0	0	0	0	14	0	2	1	0	0	1	1	1	21
<b>Total</b>	<b>54</b>	<b>6</b>	<b>6</b>	<b>20</b>	<b>8</b>	<b>4</b>	<b>103</b>	<b>18</b>	<b>184</b>	<b>17</b>	<b>55</b>	<b>21</b>	<b>7</b>	<b>25</b>	<b>20</b>	<b>548</b>
<b>3. Faculty who did not meet expectations</b>																
Did not meet expectations for the first time	1	0	0	0	0	0	6	0	1	1	0	0	1	1	1	12
Did not meet expectations for the second time or more	0	0	0	0	0	0	8	0	1	0	0	0	0	0	0	9
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>21</b>

Source: Survey of tenure-granting UNC institutions, January 2022

**AGENDA ITEM**

A-6. Delegated Authorities Regarding the Senior Administrative Officer and Senior Athletic Employee Retirement Programs ..... Matthew Brody

**Situation:** The Board of Governors has established the Senior Administrative Officer Retirement Program (SAORP) for the benefit of the president and chancellors, and the Senior Athletic Employee Retirement Program (SAERP) for the benefit of selected head coaches and athletic directors when designated by a constituent institution. Both programs are qualified executive retirement plans designed to receive discretionary contributions and are administered by the UNC System Office under the president’s direction. The Committee on University Personnel presently approves eligible employees to participate in the SAORP consistent with Section 300.3.14 of the UNC Policy Manual, *Policy on Non-Salary and Deferred Compensation*, and likewise approves eligible employees to participate in the SAERP consistent with the Section 1100.3 of the UNC Policy Manual, *Policy on Head Coaches’ and Athletic Director Contracts*.

**Background:** The SAORP and SAERP programs are intended as a recruitment and retention tool for key executives and selected athletic head coaches and athletic directors. Presently, participation in the SAORP program is limited to chancellors and the president. However, it is the president’s judgement that this program may also benefit the recruitment and retention of other Tier I Senior Academic and Administrative Officers (Tier I SAAOs) at the constituent institutions and the UNC System Office. In addition, present delegations of authority require the approval of the Board of Governors for individual head coaches or athletic directors to be added to the SAERP program or to set specific SAERP contribution caps by individual. Finally, with the recent addition of a new incentive compensation program for chancellors, the president recommends creating an option for the System Office to direct a portion of a chancellor’s individual incentive compensation payment to the SAORP plan in lieu of a cash payment.

**Assessment:** To extend the benefit of the SAORP program to the University’s broader executive recruitment and retention efforts, the president is proposing that eligibility for participation in this plan be added for selected Tier I SAAOs at the constituent institutions with the approval of a board of trustees and for selected Tier I SAAOs at the UNC System Office with the approval of the president. This participation when approved will be limited to a discretionary employer contribution of no more than 10 percent of an individual’s base annual salary per calendar year. Further, in the interests of administrative efficiency, it is recommended that the president be granted the authority to add individual head coaches or athletic directors to the SAERP program following approval by a board of trustees without further action by the Board of Governors not to exceed an annual contributions cap of two million dollars (\$2M) per participant. And finally, the president seeks delegated authority to direct a portion of any payment from

the chancellor's incentive compensation program to the SAORP in lieu of a cash payment. A Board resolution is attached which sets forth all the proposed delegated authorities related to participation in the SAORP and SAERP programs which would in turn permit the president to amend or create any related regulations or guidelines as necessary to implement these delegated authorities.

**Action:** This item requires a vote by the committee and a vote by the full Board of Governors.



**RESOLUTION OF  
THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA SYSTEM  
DELEGATED AUTHORITIES REGARDING THE SENIOR ADMINISTRATIVE OFFICER AND SENIOR  
ATHLETIC EMPLOYEE RETIREMENT PROGRAMS**

April 7, 2022

WHEREAS, the Board of Governors may authorize the participation of the president, chancellors, and selected Tier I Senior Academic and Administrative Officers (SAAOs) in certain deferred compensation programs and retirement arrangements pursuant to Section 300.2.14 of the UNC Policy Manual;

WHEREAS, the Board of Governors may authorize the participation of selected head coaches and athletic directors in certain deferred compensation programs and retirement arrangements, pursuant to Section 1100.3 of the UNC Policy Manual; and

WHEREAS, the Board of Governors previously authorized the establishment of the Senior Administrative Officer Retirement Program (SAORP) and the Senior Athletic Employee Retirement Program (SAERP) for certain university employees.

NOW, THEREFORE, BE IT RESOLVED, that the president of the University of North Carolina System is delegated authority by the Board of Governors to make necessary technical changes to applicable University retirement plan documents, and to amend or issue regulations and/or guidelines as deemed necessary by the president to implement the following:

- (a) Authorizes board of trustees, on recommendation of a chancellor, to approve participation of a constituent institution Tier I SAAO in the SAORP, with a contribution each calendar year not to exceed 10 percent of annualized base salary;
- (b) Authorizes the president to approve participation of UNC System Office senior vice presidents, vice presidents, the chief operating officer, or the chief of staff in the SAORP, with a contribution each calendar year not to exceed 10 percent of annualized base salary; approval of the president's participation in the SAORP remains with the Board of Governors.
- (c) Authorizes the president to designate incentive compensation that may be provided under the Chancellor Incentive Compensation program, if any, to be contributed to the SAORP in lieu of a cash payment;
- (d) Authorizes the president to approve individual head coaches or athletic directors to participate in the SEARP on the recommendation of a chancellor;
- (e) Authorizes constituent institutions to contribute a portion of head coaches and athletic director's compensation provided for in their employment agreement to their SAERP retirement

account, with the amount, if any, to be determined each calendar year by the chancellor, in an amount not to exceed \$2,000,000;

- (f) Provides that all SAORP contributions may be funded from any eligible sources of funds, which may be state or non-state appropriations, if the funding source permits an expenditure for this purpose;
- (g) Provides that all SAERP contributions shall be made solely from the amount of compensation provided to the participant, which shall not consist of state funds, tuition dollars, or student fees and shall not be paid by any outside entity.

Adopted this \_\_\_\_<sup>th</sup> day of April, 2022

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Randall C. Ramsey, Chair

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Meredith R. McCullen, Secretary