



MEETING OF THE BOARD OF GOVERNORS
Committee on University Personnel

October 19, 2022 at 3:00 p.m.
Via Videoconference and PBS North Carolina Livestream
University of North Carolina System Office
140 Friday Center Drive, Room 128
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Open Session Minutes of September 21, 2022 Carolyn Coward
- A-2. Informational Reports
 - a. Faculty Recruitment and Retention Fund Utilization Under Delegated Authority to the President..... David English
 - b. New UNC System Office and SAAO-I Appointments Under Delegated Authority to the President..... Darryl Bass
- A-3. General Updates for the CommitteeDarryl Bass and David English
- A-4. Amend Section 300.2.14 of the UNC Policy Manual,
Policy on Non-Salary and Deferred Compensation Darryl Bass
- A-5. UNC System Engagement Survey Update..... Darryl Bass

CLOSED SESSION

- A-6. Approval of the Closed Session Minutes of September 21, 2022 Carolyn Coward
- A-7. Informational Report: EHRA Salary Adjustment Pre-Authorizations
Delegated to the President or His Designee Darryl Bass
- A-8. Executive Personnel Matter.....Andrew Kelly

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 21, 2022 at 3:00 p.m.
Via Videoconference and PBS North Carolina Livestream
University of North Carolina System Office
140 Friday Center Drive, Room 128
Chapel Hill, North Carolina

This meeting of the Committee on University Personnel was presided over by Chair Carolyn Coward. The following committee members, constituting a quorum, were also in attendance: Mark Holton, Sonja Nichols, M. Lee Barnes, Jr., and John Fraley.

Chancellors participating were Johnson Akinleye and Kevin Guskiewicz. Crystal Woods, chair of the UNC Staff Assembly, and Wade Maki, chair of the UNC Faculty Assembly, were also in attendance.

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

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

The chair called the meeting to order at 3:00 p.m. on Wednesday, September 21, 2022, and reminded all members of the committee of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest. The chair asked if there were any conflicts or appearances of conflict with respect to any matter coming before the committee. No members identified any conflicts at the time. The chair called for a motion to approve the open session minutes of July 20, 2022.

MOTION: Resolved, that the Committee on University Personnel approve the open session minutes of July 20, 2022, as distributed.

Motion: Mark Holton

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, faculty promotions and tenure conferrals 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 brief updates regarding the return to campus for the fall semester. The committee was also updated on the successful implementation of the legislative increases in all employee paychecks by August, and the transition of sworn law enforcement officers from SHRA to EHRA status.

4. SHRA Annual Labor Market Compensation Survey (Item A-4)

The committee received a presentation on the annual SHRA compensation review. This annual report included market index data for each constituent institution and covered the state's updates to the salary ranges.

5. 2021-22 Annual Report of the Committee on University Personnel (Item A-5)

The committee voted to accept the 2021-22 Committee on University Personnel Annual Report for submission to the full board.

MOTION: Resolved, that the Committee on University Personnel approve the 2021-22 Committee on University Personnel Annual Report and submit it to the full Board of Governors.

Motion: Sonja Nichols

Motion carried

6. 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: Mark Holton

Motion carried

THE MEETING MOVED INTO CLOSED SESSION AT 3:09 PM

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

THE MEETING RESUMED IN OPEN SESSION AT 3:31 p.m.

There being no further business and without objection, the meeting adjourned at 3:32 p.m.

Sonja Nichols, Secretary

AGENDA ITEM

A-2a. Informational Report: Faculty Recruitment and Retention Fund
Utilization Under Delegated Authority to the President..... David English

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 Expenditures:

- North Carolina State University, one approved request
- University of North Carolina at Chapel Hill, one approved request
- University of North Carolina at Charlotte, one approved request
- The University of North Carolina at Greensboro, one approved request

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
\$4,912,749 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

Mithat Unsal, professor in the Department of Physics, \$13,520 from the Faculty Recruitment and Retention Fund with NC State funding the cost of benefits
(\$114,376 **from** \$100,856 effective September 1, 2022)

University of North Carolina at Chapel Hill

Maya Berry, assistant professor in the Department of African, African-American and Diaspora Studies, \$6,382 from the Faculty Recruitment and Retention Fund with UNC-Chapel Hill funding the cost of benefits
(\$95,000 **from** \$88,618 effective September 1, 2022)

University of North Carolina at Charlotte

Annelise Mennicke, associate professor in the Department of Social Work, \$4,101 from the Faculty Recruitment and Retention Fund with UNC Charlotte funding the cost of benefits
(\$92,250 **from** \$88,149 effective September 7, 2022)

The University of North Carolina at Greensboro

Jigna Dharod, associate professor in the Department of Nutrition, \$16,206 from the Faculty Recruitment and Retention Fund with \$13,340 going toward salary and \$2,866 toward funding the cost of benefits, with UNC Greensboro funding any remaining cost of benefits
(\$84,979 **from** \$74,979 effective September 8, 2022)

AGENDA ITEM

A-2b. Informational Report: New UNC System Office and SAAO-I Appointments Under Delegated Authority to the President Darryl Bass

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:

- Two personnel appointments that are state funded
- Two personnel appointments that are non-state funded
- One personnel appointment that is state and non-state funded

System SAAO-I Appointments

- Three SAAO-I Position Reclassifications

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 August 25, 2022, to October 4, 2022.

UNC System Office

Appointments

State Funds:

-Ryan Zimmerman, IT Business Systems Analyst, Information Technology Division, September 19, 2022, \$95,000, vacant position

-Maurice Ferrell, Vice President for IT & CIO, Information Technology Division, September 1, 2022, \$220,000, vacant position

Non-State Funds:

-Barika Achu, Oracle Database Administrator, Information Technology Division, September 12, 2022, \$94,444, vacant position

-Kathleen Hastings McDonald, Associate Director for Outreach, NCSEAA, September 12, 2022, \$95,000, new position

State and Non-State Funds:

-Clay Smith, Assistant Director of Educator Preparation & Laboratory Schools, Strategy & Policy Division, August 8, 2022, \$80,000, new position

UNC System Institutions

New or Modified UNC System SAAO-I Positions or Appointments

-University of North Carolina at Asheville

Reclassification from SAAO-II (Chief Communications and Marketing Officer) to SAAO-I (Chief University Communication & Marketing Officer).

- North Carolina Agricultural and Technical State University

Reclassification from EHRA Faculty (Director of Honors College) to SAAO-I (Dean of the Honors College).

-Elizabeth City State University

Reclassification from SAAO-I (Vice Chancellor for Operations and General Counsel) to SAAO-I (Vice Chancellor and Chief of Staff/General Counsel).

AGENDA ITEM

A-3. General Updates for the Committee..... Darryl Bass and David English

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 Board of Governors on issues supporting faculty, personnel, academic affairs, and human resources matters under the jurisdiction of the Board. The human resources and academic affairs departments 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. Amend Section 300.2.14 of the UNC Policy Manual.....Darryl Bass

Situation: The proposed policy revisions incorporate delegated authorities for non-salary and deferred compensation that were approved by two Board resolutions earlier this year and subsequently adopted as regulations.

Background: The Board issued two resolutions earlier this year:

(1) "Delegated Authorities Regarding the Senior Administrative Officer and Senior Athletic Employee Retirement Programs," adopted April 7, 2022, which gave authority to the boards of trustees, on recommendation of the chancellor, and to the president, respectively, to allow participation in the Senior Administrative Officer Retirement Program (SAORP) to all Tier I Senior Academic and Administrative Officers. Subsequently, Section 300.2.14.1[R] of The UNC Policy Manual was adopted July 18, 2022 to implement this authority.

(2) "Delegated Authorities Regarding Non-Base Salary Compensation for University Employees Exempt from the State Human Resources Act," adopted May 26, 2022, which gave authority to the boards of trustees and to the president, respectively, to establish non-base salary compensation for EHRA faculty and non-faculty employees, such as sign-on bonuses, retention bonuses, and performance-based bonuses, within prescribed limits. Subsequently, Section 300.2.14.2[R] of The UNC Policy Manual was adopted August 31, 2022 to implement this authority.

Assessment: The proposed revisions to Policy 300.2.14 are intended to codify in the Policy Manual Non-Salary and Deferred Compensation authority that was provided in the two previously approved Resolutions and the related adopted regulations. The proposed revisions do not exceed the authority granted through the above-mentioned resolutions.

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

Report on Technical Corrections to *The Code* UNC Policy Manual

<i>The Code</i> /UNC Policy Manual	UNC Policy Manual - Chapter	Policy/ Regulation/ Guideline	Section(s)	Proposed Revisions	Effective Date (Posted to Webpage)
UNC Policy Manual	Chapter 300, Personnel Policies	Policies	Section 300.2.14, Paragraph I.A.	Inserts text (underlined): "The policy shall either provide specified non-salary compensation to a defined category of employees uniformly or shall require <u>the appropriate</u> approval by the board of trustees or , Board of Governors, upon recommendation by the chancellor, or president, respectively, and as provided in this policy , regarding non-salary compensation granted to an individual employee before non-salary compensation is provided."	
		Policies	Section 300.2.14, Paragraph I.A.	Inserted text (underlined): State funds may be approved by a board of trustees or the Board of Governors only when permitted by the Office of State Budget and Management <u>(OSBM)</u> .	
		Policies	Section 300.2.14, Paragraphs I.F.(1-9)	Inserts new paragraph I.F. (with 9 subparagraphs) to include authorities provided through the May 26, 2022, Resolution of the Board of Governors of The University of North Carolina System "Delegated Authorities Regarding Non-Base Salary Compensation for University Employees Exempt from the State Human Resources Act." Cf. Section 300.2.14.2[R].	

Policy on Non-Salary and Deferred Compensation

I. Non-salary Compensation

A. Irrespective of the campus' status regarding management flexibility in personnel, all constituent institutions and the UNC System Office shall have a policy concerning the granting of non-salary compensation for all personnel exempt from the North Carolina Human Resources Act except for the chancellor and the president. -The policy shall either provide specified non-salary compensation to a defined category of employees uniformly or shall require the appropriate approval by the board of trustees ~~-or, Board of Governors~~ ~~-upon recommendation by the~~ chancellor, or president, respectively, and as provided in this policy, regarding non-salary compensation granted to an individual employee before non-salary compensation is provided.

B. Each policy that provides specified non-salary compensation to a defined category of employees shall set out what types of non-salary compensation the campus or UNC System Office will provide, and the criteria for awarding such compensation. -The awarding of non-salary compensation may be based on any reason or reasons considered relevant to attracting or retaining a faculty and staff of the highest possible quality. -Decisions concerning non-salary compensation shall not be based in whole or in part upon any of the protected statuses included in Section 103 of *The Code*.

C. The funding source for non-salary compensation shall not be state funds, and non-salary compensation may be provided directly by an associated foundation if permitted by policy. -An exception permitting non-salary compensation to be funded from State funds may be approved by a board of trustees or the Board of Governors only when permitted by the Office of State Budget and Management ~~- (OSBM)~~. Any club membership for an employee or the granting of special campus services or benefits must be job related, and the club must have a policy prohibiting discrimination against groups protected by federal and North Carolina law. -Non-salary compensation shall be appropriately reported to federal and state tax agencies.

D. The hiring approval process may include payment of moving expenses in accordance with authority from the Office of State Budget and Management. The decision of whether to include payment of moving expenses in an employment offer may be delegated no lower than the provost/vice chancellor level or vice president level.

E. Provision of housing, when occupancy of the housing is required as a part of the job, reimbursement of professional- or work-related travel, and the provision of equipment to perform the work of the position, even if used at home, including computers, cellular phones, personal data assistants (PDA), pagers and similar work ~~-~~related items, are permissible and are not considered "non-salary compensation" as used in this policy.

F. Sign-on, Retention, and Performance-Based Bonus Compensation.¹ The Board of Governors delegates authority to the constituent institution boards of trustees to administer sign-on, retention, and performance-based bonus programs for employees exempt from most provisions of the North Carolina Human Resources Act. Equivalent authorities are granted at the direction of the president to administer such programs for UNC System Office employees exempt from most provisions of the North Carolina Human Resources Act.

1. A sign-on bonus may not exceed the lesser of \$25,000 or 20 percent of the annualized base salary of the new position without seeking the approval of the president or the president's designee.

2. A retention bonus may not exceed the lesser of \$25,000 or 20 percent of the employee's current base salary without seeking the approval of the president or the president's designee.

3. Performance-based bonus compensation awarded in a single fiscal year that exceeds either 20 percent of an individual employee's current base salary or \$50,000 must receive approval from the president and the Committee on University Personnel of the Board of Governors.

4. An employee may receive either a sign-on bonus or a retention bonus, but not both, within any 24-month period. The award of performance-based bonus compensation shall be administered independently from any sign-on or retention bonus program and shall be tied to an annual performance review for non-faculty employees and to the provisions of a written incentive compensation plan for covered faculty. Performance-based pay for clinical faculty is subject to the relevant approved clinical incentive pay plans and is exempt from these provisions. When applicable, and in accordance with Plan documents, performance-based bonus awards for Plan-eligible employees may be directed to an executive retirement plan administered by the UNC System Office, in lieu of a cash payment.

5. The boards of trustees may delegate authority to approve sign-on, retention, and/or performance-based bonuses to the chancellor and/or chancellor's designee(s) with the exclusion of such bonuses for Tier I SAAOs, which may not be delegated. For employees of the UNC System Office, the president has authority to approve sign-on, retention, and performance-based bonuses, including such bonuses for Tier I SAAOs.

6. Institutions may establish rules to require an employee to pay back all or part of sign-on or retention bonus payments already received if the employee separates from the institution fewer than 12 months after payment of the bonus award.

7. Bonuses may be provided using either state funds or non-state funds. For State funds, such use must be permissible under the policies of OSBM.

8. Institutions must establish specific procedures for reviewing and monitoring sign-on, retention, and performance-based bonuses.

9. The president may establish guidelines for periodic reporting on these bonus compensation programs.

II. Delayed or Deferred Salary/Compensation

A. The State of North Carolina and the University of North Carolina System offer employees options for deferred compensation and insurance. ~~-Unless expressly approved by the Board of Governors, constituent institutions and the UNC System Office may not provide any other employer-paid options for deferred compensation or other delayed compensation to its employees.~~

B. For purposes of this policy, delayed and deferred salary or compensation shall be broadly defined to include, but are not limited to, any employer payment or contribution paid (1) directly to an employee, (2) to the employee's account or plan, or (3) to a person acting in a capacity similar to a trustee for the employee, which is paid later than the regular or next subsequent payment cycle, except for an error that is promptly corrected upon discovery. ~~-Delayed and deferred salary/compensation also includes traditional 457 deferred compensation plans, any retirement plans or accounts, annuities, and life insurance accumulating any cash value. -Delayed and deferred compensation also include both tax qualified and non-qualified plans, and any other similar form of payment, whether tax sheltered or not.~~

C. This policy does not prohibit a campus from making any permitted employer contribution to the Optional Retirement Program or the Teachers' and State Employees' Retirement System.

III. Non-Salary or Deferred Compensation of Chancellors and President. Other than a state provided car or a car of comparable value, a chancellor's or the president's residence as provided for in Section 300.1.5 of the UNC Policy Manual, work related club memberships, reimbursement of moving expenses upon initial employment as a chancellor or president, and benefits uniformly provided to all employees exempt from the North Carolina Human Resources Act, only the Board of Governors may approve non-salary or deferred compensation for a chancellor or the president. The funding source for non-salary compensation for a chancellor or the president, other than that specified in this paragraph, shall not be state funds, but an exception may be approved by the Board of Governors. ~~-Club memberships may never be paid using State funds.~~

IV. Employees Exempt from this Policy. Members of faculty medical practice plans, such as physicians, dentists, and veterinarians, are exempt from this policy. ~~-Athletic directors and head coaches remain subject to Section 1100.3 of the UNC Policy Manual, and are exempt from this policy.~~

V. Review and Approval. Campus policies on non-salary and delayed/deferred salary/compensation must be submitted as a part of the campus request for management flexibility to appoint and fix compensation. ~~-Campuses already granted management flexibility in personnel shall submit their policies to the UNC System Office for review. -Subsequent changes to the policies must be submitted for review by the UNC System Office prior to submission to the campus board of Trustees for approval. -In some cases, policies with extensive revisions will be reconsidered by the Committee on University Personnel of the Board of Governors.~~

VI. Other Matters

Formatted: Right

A. Effective Date.- The requirements of this policy shall be effective on the date of adoption of this policy by the Board of Governors.

B. Relation to State Laws.- The foregoing policy as adopted by the Board of Governors is meant to supplement, and does not purport to supplant or modify, those statutory enactments which may govern or relate to the subject matter of this policy.

C. Regulations and Guidelines.- This policy shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.

¹ See May 26, 2022, Resolution of the Board of Governors of The University of North Carolina System "Delegated Authorities Regarding Non-Base Salary Compensation for University Employees Exempt from the State Human Resources Act." Cf. Section 300.2.14.2[R].

AGENDA ITEM

A-5. UNC System Engagement Survey UpdateDarryl Bass

Situation: This is an update on the 2022 UNC System Employee Engagement Survey, which was conducted in April 2022.

Background: The UNC Strategic Plan sets goals for collecting and measuring various human resources metrics. The UNC System Office launched the Systemwide employee engagement survey in January 2018 and reissued the survey in January 2020 and April 2022. Due to the ongoing COVID-19 pandemic, the 2022 survey was a shorter “pulse” survey, which focused on a set of trend data to align with previous surveys, as well as specific diversity and inclusion statements and statements measuring employee consideration of the university’s COVID-19 response.

Assessment: In 2022, employee participation fell Systemwide to 44 percent. This contrasted with an increase in the Systemwide average positive rating of two percentage points over 2020. The System is slightly under the four-year public university benchmark provided by the survey’s third-party administrator, ModernThink.

Overall, Elizabeth City State University had the highest overall positive response rate, at 71 percent. All institutions except two saw an increase in overall positive response rates.

Action: This item is for information only.

Summary of 2022 UNC System-Wide Employee Engagement Survey Results

October 19, 2022

Snapshot – Employee Engagement Survey

UNC System Avg Participation

2018	2020	2022
50%	52%	44%

UNC System Avg Positive Rating*

2018	2020	2022
63%	61%	65%

4-Year Public Benchmark Positive Rating *

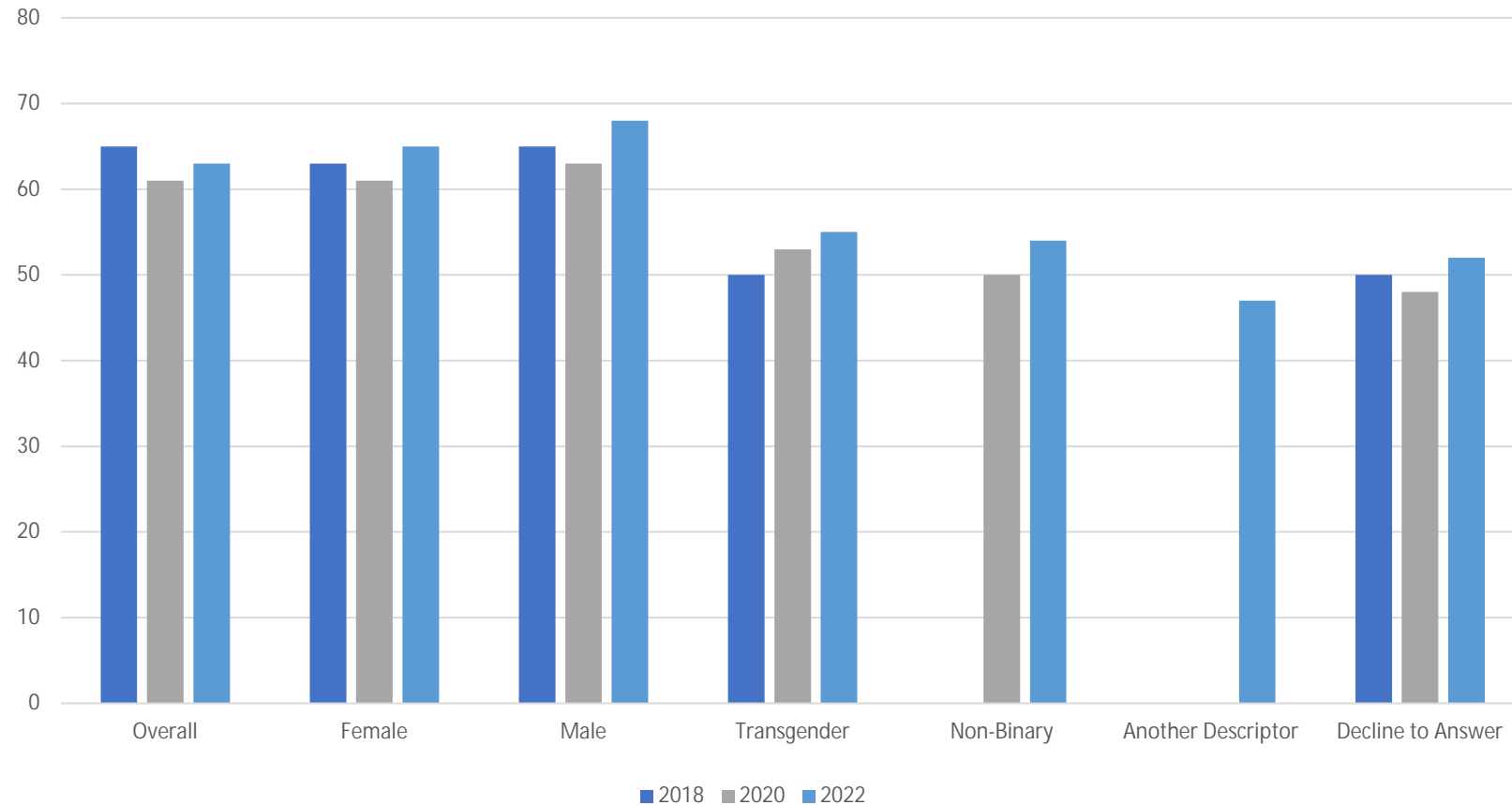
2018	2020	2022
67%	66%	66%

* UNC System positive rating is for the full survey (2018/2020) or the pulse survey (2022).
4-Year Public Benchmark positive rating is for the full survey each year.

Participation Rate			
Institution	2018	2020	2022↓
UNC Pembroke	52 %	69 %	74 %
NCSSM	67 %	64 %	73 %
System Office	58 %	64 %	69 %
WCU	55 %	62 %	64 %
UNC Asheville	60 %	67 %	55 %
UNC Charlotte	71 %	62 %	55 %
UNC Greensboro	54 %	52 %	53 %
UNCSA	65 %	67 %	53 %
Appalachian	54 %	52 %	47 %
NC State	54 %	57 %	45 %
ECU	38 %	53 %	43 %
N.C. A&T	50 %	71 %	43 %
UNC Wilmington	58 %	59 %	43 %
WSSU	55 %	55 %	43 %
NCCU	52 %	35 %	42 %
ECSU	59 %	51 %	39 %
FSU	60 %	54 %	38 %
UNC-CH	37 %	38 %	33 %

Overall Positive Response Rate			
Institution	2018	2020	2022↓
ECSU	48 %	57 %	71 %
UNC Pembroke	65 %	63 %	70 %
NC State	65 %	65 %	68 %
System Office	61 %	61 %	68 %
WCU	68 %	66 %	68 %
NCSSM	69 %	66 %	66 %
UNC Charlotte	65 %	64 %	68 %
ECU	58 %	57 %	66 %
N.C. A&T	61 %	59 %	65 %
UNC-CH	62 %	60 %	64 %
FSU	60 %	56 %	63 %
UNC Wilmington	62 %	61 %	63 %
UNCSA	62 %	54 %	62 %
UNC Asheville	63 %	55 %	61 %
UNC Greensboro	65 %	65 %	61 %
WSSU	53 %	51 %	61 %
Appalachian	62 %	55 %	60 %
NCCU	56 %	49 %	59 %

Positive Response Rates by Gender

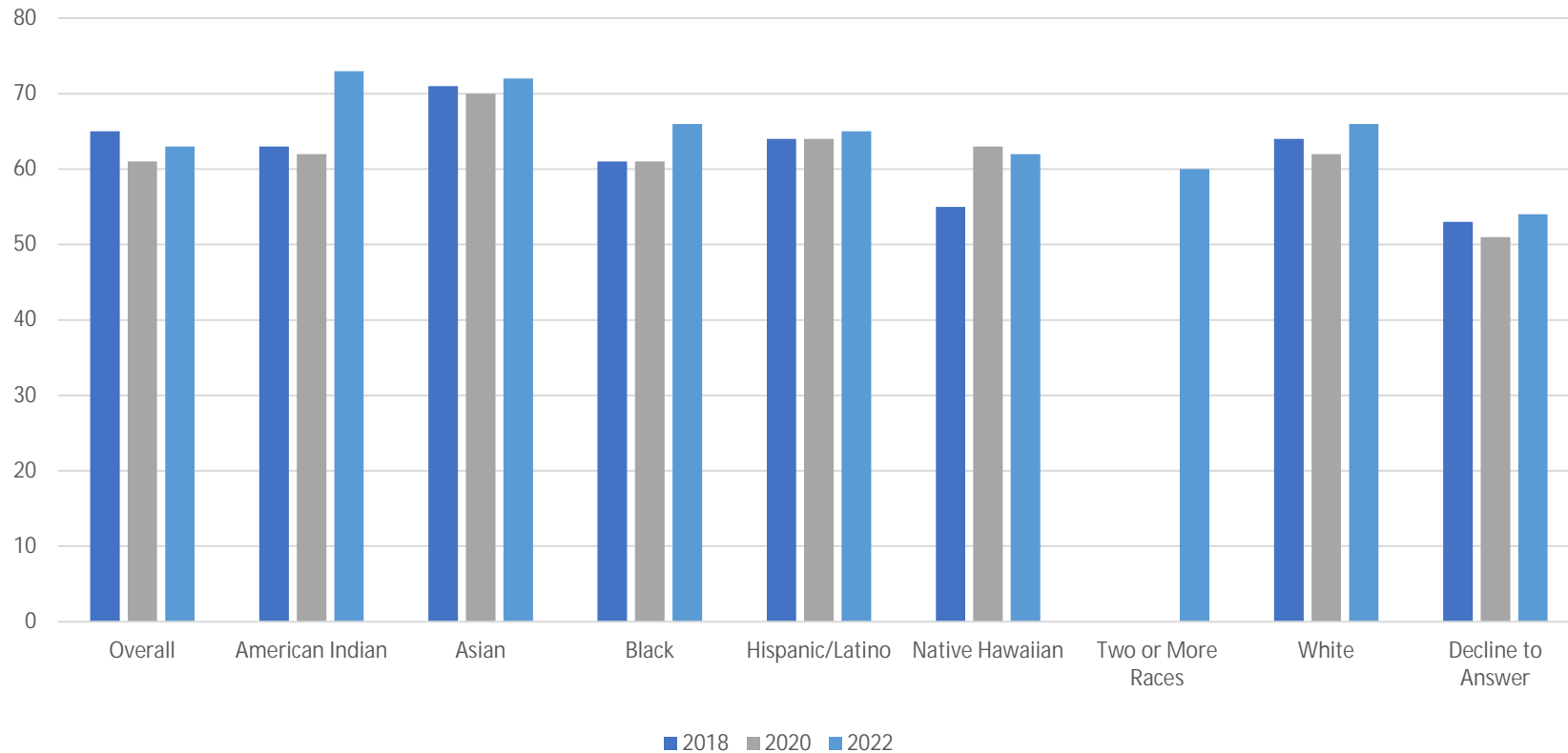


Label Legend:

Non-Binary was not available as a selection in 2018

Another Descriptor was not available as a selection in 2020 or 2018

Positive Response Rates by Race



Label Legend:

Two or More Races was not available as a selection in 2020 or 2018

Institutional Dimensions Heatmap

Survey Dimensions	UNC System Aggregate	NCCU	ASU	UNCA	UNCG	WSSU	UNCSA	FSU	UNCW	UNC-CH	NCAT	ECU	NCSSM	NCSU	SYS OFC	UNCC	WCU	UNCP	ECSU
<i>Avg Positive Response</i>	65	59	60	61	61	61	62	63	63	64	65	66	66	68	68	68	68	70	71
Job Satisfaction/Support	77	71	77	70	75	76	73	74	77	77	74	77	77	80	75	77	80	81	80
Faculty & Staff Well-Being	70	65	67	69	66	67	61	66	70	68	68	70	69	71	77	72	72	74	79
Performance Management	51	40	46	47	44	42	46	48	50	51	49	51	52	55	59	52	56	58	51
Supervisor/Chair Effectiveness	72	61	74	71	71	66	67	70	71	72	64	71	72	72	74	74	76	69	66
Communication/Collaboration	53	43	44	50	47	46	49	46	54	54	51	54	52	59	59	55	59	56	58
Diversity/Inclusion/Belonging	65	64	60	59	65	65	64	68	58	60	70	69	63	68	64	68	66	71	76
Mission/Pride	68	64	65	65	62	67	72	70	68	67	74	67	75	72	70	66	74	80	77
Confidence in Senior Ldrship	50	37	35	39	42	39	43	47	45	46	55	49	57	62	54	57	56	54	65
COVID-19 Response	73	75	61	74	73	71	78	73	74	71	74	75	79	74	81	72	71	79	82

Heatmap Legend:

Institutions ranked lowest to highest (left to right) based on average positive response.

Green – higher relative positive rating

Yellow – moderate relative positive rating

Red – lower relative positive rating

Faculty and Staff Well-Being

Survey Questions	UNC System Aggregate	UNCSA	NCCU	FSU	UNCG	ASU	WSSU	NCAT	UNC-CH	NCSSM	UNCA	ECU	UNCW	NCSU	UNCC	WCU	UNCP	SYS OFC	ECSU
<i>Overall Faculty and Staff Well-Being</i>	70	61	65	66	66	67	67	68	68	69	69	70	70	71	72	72	74	77	79
My supervisor/department chair shows genuine interest in my well-being	78	76	67	73	76	83	73	71	80	82	82	75	78	79	80	82	75	82	76
At work, I know where to go for help with my mental or emotional well-being	68	55	66	67	62	72	71	68	67	61	62	69	66	66	71	70	77	72	78
This institution takes appropriate steps to protect the health and safety of faculty, staff and students	63	53	62	57	61	47	58	64	58	64	63	67	66	68	66	64	69	77	82

Heatmap Legend:

Institutions ranked lowest to highest (left to right) based on average positive response.

Green – higher relative positive rating

Yellow – moderate relative positive rating

Red – lower relative positive rating

Diversity, Inclusion and Belonging

Survey Questions	UNC System Aggregate	UNCW	UNCA	ASU	UNC-CH	NCSSM	NCCU	SYS OFC	UNCSA	UNCG	WSSU	WCU	FSU	NCSU	UNCC	ECU	NCAT	UNCP	ECSU
<i>Overall Diversity, Inclusion and Belonging</i>	65	58	59	60	60	63	64	64	64	65	65	66	68	68	68	69	70	71	76
In my department, we welcome diversity in all of its forms	80	76	79	80	79	79	77	82	80	79	82	82	78	80	81	81	79	84	82
I feel a sense of belonging at this institution	62	62	53	60	61	64	55	61	60	54	63	67	62	66	63	62	64	65	68
We are making good and measurable progress towards becoming a more diverse and inclusive institution	59	48	51	52	49	55	65	53	60	66	63	57	68	63	67	66	70	70	74
This institution has clear and effective procedures for dealing with discrimination	58	48	52	49	54	48	56	63	51	57	56	60	62	63	59	66	63	65	79
My institution is committed to building a culture that actively promotes diversity and inclusion for students, faculty and staff	65	58	62	57	57	69	65	62	69	70	63	65	69	70	71	72	72	69	77

Heatmap Legend:

Institutions ranked lowest to highest (left to right) based on average positive response.

Green – higher relative positive rating

Yellow – moderate relative positive rating

Red – lower relative positive rating

Job Satisfaction and Senior Leadership

Survey Dimensions	UNC System Aggregate	NCCU	ASU	UNCA	UNCG	WSSU	UNCSA	FSU	UNCW	UNC-CH	NCAT	ECU	NCSSM	NCSU	SYS OFC	UNCC	WCU	UNCP	ECSU
<i>Avg Positive Response</i>	65	59	60	61	61	61	62	63	63	64	65	66	66	68	68	68	68	70	71
Overall Job Satisfaction/Support	77	71	77	70	75	76	73	74	77	77	74	77	77	80	75	77	80	81	80
My job makes good use of my skills and abilities	76	66	77	69	75	72	74	67	74	76	69	76	75	78	73	76	77	80	77
I am given the responsibility and freedom to do my job	82	76	81	78	79	79	76	77	81	83	78	80	82	84	78	82	84	81	83
I am given the opportunity to develop my skills at this institution	70	58	70	59	65	64	61	64	73	70	64	69	69	75	67	70	75	73	74
The work I do is meaningful to me	81	85	81	75	79	87	79	89	79	80	84	82	82	82	82	80	82	88	87
Overall Confidence in Senior Leadership	50	37	35	39	42	39	43	47	45	46	55	49	57	62	54	57	56	54	65
Senior leadership provides a clear direction for this institution's future	50	42	37	38	41	42	47	53	43	47	61	50	57	59	54	56	54	55	68
This institution is well run	50	31	33	40	42	36	39	41	47	45	48	48	56	65	54	57	58	53	62

Heatmap Legend:

Institutions ranked lowest to highest (left to right) based on average positive response.

Green – higher relative positive rating

Yellow – moderate relative positive rating

Red – lower relative positive rating