



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
SEPTEMBER 21, 2016, 1:00PM
ALUMNI HALL I,
GEORGE WATTS HILL ALUMNI CENTER

OPEN SESSION

FOR ACTION

1. [Increased Delegations of Authority for EHRA Salary Adjustments](#) (Attachment A)
Felicia Washington, Vice Chancellor for Workforce Strategy, Equity, & Engagement

FOR INFORMATION ONLY

(No formal action is requested at this time)

1. Faculty Recognition
Kevin Guskiewicz, Dean of the College of Arts and Sciences
2. [Coaches Recognition](#)
Bubba Cunningham, Director of Athletics
3. [Centers and Institutes Update](#) (Attachment B)
Jim Dean, Executive Vice Chancellor and Provost
4. [Graduate and Professional Student Federation Update](#)
Dylan Russell, President
5. Faculty Update
Bruce Cairns, Chair of the Faculty
Vin Steponaitis, Secretary of the Faculty
6. Campus Update
Winston Crisp, Vice Chancellor for Student Affairs
7. [Graduate Education](#)
Jim Dean, Executive Vice Chancellor and Provost
Steve Matson, Dean of the Graduate School

Some of the business to be conducted is authorized by the N.C. Open Meetings Law to be conducted in closed session.

COMMITTEE MEMBERS

Charles (Chuck) G. Duckett, Chair

William (Bill) Keyes IV, Vice Chair

Jefferson W. Brown

Kelly Matthews Hopkins

Hari H. Nath

Bradley C. Opere

Administrative Liaison:

Jim Dean, Executive Vice Chancellor and Provost

Constituent Universities

Appalachian
State University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

University of
North Carolina
School of the Arts

Western Carolina
University

Winston-Salem
State University

Constituent High School

North Carolina
School of Science
and Mathematics

An Equal Opportunity/
Affirmative Action Employer

Margaret Spellings
President


Phone: 919-962-4622

Email: president@northcarolina.edu

September 13, 2016

MEMORANDUM

To: Chairs of the Boards of Trustees
Chancellors

From: Margaret Spellings 
President

Subject: Increased Delegations of Authority for EHRA Salary Adjustments

The Board of Governors recently approved policy changes that increased my delegated authority in conducting and overseeing human resources matters for the University. To enhance efficiency and the timeliness of conducting human resources business, the Board of Governors has also provided me with the option to further delegate my authority to the constituent institutions with respect to salary adjustments for employees Exempt from the State Human Resources Act (EHRA).

Presently, the constituent institutions have authority for most EHRA salary adjustments up to 15% and \$10,000 cumulatively of an employee's June 30 base salary. There are slightly higher delegations in place for certain temporary salary adjustments. Effective immediately, consistent with the Board of Governors' authorization, I will be increasing the baseline delegation of authority to the constituent institutions for most EHRA salary actions up to 20% and \$15,000.

According to UNC General Administration policy, EHRA salary delegations are granted to the Boards of Trustees, who in turn have the authority to further delegate most of these matters directly to the Chancellors. An exception are salary adjustments for Tier I Senior Academic and Administrative Officers (SAAOs), which primarily applies to the Provosts, Vice Chancellors, and Deans. For these SAAO Tier I positions, salary adjustments in any amount must at minimum always receive pre-approval from the Boards of Trustees and for institutions without management flexibility, the pre-approval of the President is also always required. In order for the Chancellor to exercise all or a portion of the increased authority described above and on the attached matrix, the Board of Trustees must approve a resolution delegating this additional authority. To facilitate this additional delegation, we have attached to this memo two related documents:

1. A matrix which depicts the updated delegations of authority for EHRA salary adjustments at various levels, including the thresholds which still prompt additional pre-approval by the President and/or the Board of Governors. This matrix supersedes previously issued EHRA salary pre-approval guidelines.

2. A template resolution to grant Chancellors updated delegations of EHRA salary adjustment authority by the Boards of Trustees. This template should be completed and presented by the Chancellors to the Boards of Trustees at the earliest possible time to assure timely implementation of these newly expanded authorities. Until the resolution is approved, the delegated authority for Chancellors remains unchanged. Boards of Trustees have the option to delegate full authority in these salary matters or partial authority, as they deem most appropriate. For the sake of efficiency, I would encourage maximizing the authority granted to the Chancellors in operational matters such as employee salary adjustments. In the event a Board chooses to delegate less than the full 20% and \$15,000 authority to a Chancellor, there should be some discussion of still granting full authority in matters of employee retention and temporary salary adjustments given the time sensitivity of these actions.

Boards of Trustees are asked to approve an updated delegation of authority to Chancellors for EHRA salary adjustments **no later than December 31, 2016**. Once accomplished, a scanned copy of the resulting board minutes and approved board resolution should be sent to General Administration Vice President for Human Resources Matthew Brody at msbrody@northcarolina.edu.

If you have any questions regarding these expanded EHRA salary approval thresholds or the process to implement them, please do not hesitate to contact Matthew Brody at msbrody@northcarolina.edu or (919) 962-4651. As a reminder, until an institution's Board of Trustees approves an updated delegation of authority, the Chancellor should continue to exercise existing levels of salary approval authority.

I am pleased that the Board of Governors granted this additional authority and I trust that my offering this expanded authority to the constituent institutions will enhance productivity and efficiency.

Attachments

cc: Junius Gonzales, Sr. Vice President and Chief Academic Officer
Matthew S. Brody, Vice President for Human Resources
UNC GA Senior Officers
Chief Academic Officers
General Counsels
Chief Human Resources Officers
Chief Financial Officers
Chiefs of Staff

UNC General Administration
Salary Pre-Authorization Requirements for Employees Exempt from the State Human Resources Act
Revised September 2, 2016

***** Delegated Authority *****

Salary Increase/Adjustment Type	BOT or Chancellor*	President**	BOG Committee on Personnel & Tenure
Promotion resulting from internally-posted competitive event or waiver of recruitment	Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date	Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date	All Other
Promotion resulting from externally-posted competitive event	Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date	All Other	None
Faculty rank promotion	Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date	All Other	None
Permanent base salary adjustment for retention of an employee actively under recruitment or in receipt of an offer	Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date	Not to exceed 30% of cumulative salary adjustments fiscal year to-date and any amount if approved for funding by the Faculty Recruitment and Retention Fund	All Other
All other permanent base salary adjustments (e.g., reclassification, permanent additional duties, equity, labor market, etc.)***	Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date	Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date	All Other
Salary supplement with no specific end date for department chair appointment, faculty center director appointment, faculty administrative rank, and named or distinguished professorship	Not to exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date	Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date	All Other
All other temporary salary adjustments/supplements with a specific projected end date (e.g., interim/acting appointment, temporary additional duties, etc.)	Not to exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date up to 12 months in duration	Not to exceed 30% of cumulative salary adjustments fiscal year to-date and 13 months in duration	All Other

Footnotes:

- * BOT may delegate all or a part of this authority to the Chancellor; the Chancellor in turn may authorize the executive vice chancellor, provost, chief financial officer/chief business officer, chief and deputy chief human resources officer, or other senior officer with responsibility for campus-wide faculty human resources actions.
- ** Authorized designees of the President include the SVP for Academic Affairs, the SVP and COO, the VP for HR, and the Chief Classification & Compensation Administrator.
- *** Federally-mandated prevailing wage decisions are excluded from the BOG salary increase process; campuses are delegated full authority to respond to such situations.

Additional Notes:

- 1) For fiscal year 2016-2017, please remember that the "June 30 salary" should include the 1.5% across-the-board Legislative Increase that was effective July 1.
- 2) For campus without management flexibility, all Tier I SAAO salary actions require the endorsement of the Board of Trustees and pre-approval by the President.
- 3) Boards of Trustees may not further delegate pre-approval of salary actions for Tier I SAAO employees such as the Provost, Vice Chancellors, and Deans.

**Resolution of the Board of Trustees of the University of North Carolina at Chapel Hill
to Delegate Expanded Authority to the Chancellor
for Certain Salary Actions
for Employees Exempt from the State Human Resources Act**

WHEREAS, pursuant to N.C.G.S. 116-11(2), the UNC Board of Governors is responsible for the general determination, control, supervision, management and governance of all affairs of the constituent institutions; and

WHEREAS, the UNC Board of Governors has adopted policies relevant to salary actions for employees exempt from the State Human Resources Act ("EHRA employees") that delegate certain actions to the President and/or boards of trustees, and on July 29, 2016, approved changes to Sections 200.6 and 600.3.4 of the UNC Policy Manual that raised the thresholds at which proposed salary increases for EHRA employees may be approved by the President and authorized the President to delegate all or a portion of such authorities to the boards of trustees consistent with its authority under N.C.G.S. 116-11(13), as necessary or prudent to enable the institution to function in a proper and expeditious manner ; and

WHEREAS, consistent with the UNC Board of Governors' authorization, the President has determined that it is necessary and prudent to delegate to the boards of trustees of the constituent institutions the authority to approve individual EHRA employee salary adjustments within the following limits:

- a) A temporary salary stipend or supplement with a specified end date that does not exceed 25% and \$25,000 of cumulative salary adjustments fiscal year to-date based on the employee's June 30 salary, up to 12-months in duration; and
- b) A temporary salary stipend or supplement without a specified end date that does not exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date based on the employee's June 30 salary; and
- c) A permanent base salary adjustment that does not exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date based on the employee's June 30 salary; and

WHEREAS, on September 13, 2016, the President authorized the Board of Trustees, at its option, to further delegate any or all of the above authorities to approve salary adjustments, with the exception of adjustments for Tier I Senior Academic and Administrative Officers, to the Chancellor and the Chancellor's permitted designees identified in the paragraph below, as deemed necessary for the proper and expeditious operation of the institution;

NOW THEREFORE, after careful consideration, the University of North Carolina at Chapel Hill Board of Trustees hereby further delegates to the Chancellor and the Chancellor's permitted designees

the authority to approve EHRA salary adjustments up to the aforementioned limits. This delegation shall remain in effect until modified or rescinded by the Board of Governors, President, or Board of Trustees. For purposes of this Resolution, the Chancellor's permitted designees shall be the following senior officers of UNC Chapel Hill: provost and chief human resources officer. The Board of Trustees or its designated committee shall receive an informational report quarterly of all EHRA employee salary adjustments approved by the Chancellor and/or the Chancellor's permitted designees under this delegation.

BE IT SO RESOLVED.

_____, 2016

APPROVED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

By: _____
Secretary of the University

(Seal)



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

University Affairs

09/21/2016

Coaches Recognition - Men's Tennis

Coaches Recognition - Lacrosse






10/25



MEMORANDUM

TO: Dwight Stone, Chair, Board of Trustees of the University of North Carolina at Chapel Hill
Chuck Duckett, Chair, University Affairs Committee, Board of Trustees of the University
of North Carolina at Chapel Hill

FROM: James W. Dean, Jr., Executive Vice Chancellor and Provost 

RE: Authorization to Plan the Global Business Center

DATE: September 8, 2016

Creating a new center or institute within the UNC system requires a two-step process involving first a request for authorization to plan and then a request for authorization to establish the new unit. Authorization to plan is granted by the Chancellor and Provost, with notification to the Board of Trustees. Authorization to establish the new center or institute is given by the Chancellor, the Provost, and the Board of Trustees.

I write now to notify the Board of Trustees that Chancellor Folt and I have approved a request for authorization to plan a new interdisciplinary center in Kenan-Flagler Business School that is called the Global Business Center (GBC). The Centers and Institutes Review Committee reviewed the request and agreed unanimously to recommend that it be granted.

The request for authorization to plan was submitted by Jay Swaminathan, GlaxoSmithKline Distinguished Professor of Operations. The GBC's mission would be to increase the global competency of business students, faculty, and staff, with a focus on emerging markets that are relevant to businesses in North Carolina and the United States. The GBC would coordinate cross-unit collaboration to advance Kenan-Flagler's global education strategy, support curricular development, and promote and disseminate research on global issues. In addition, the GBC would reach beyond the walls of the business school to serve and collaborate with partners across the University, the state, and worldwide. The GBC would be categorized as an instructional center but also would be engaged in research and public service.

The GBC's predecessor organization was the Center for International Business Education and Research (CIBER), which was funded entirely through the US Department of Education. That grant ended and activities previously funded by the grant are now supported by Kenan-Flagler Business School and the Office of the Executive Vice Chancellor and Provost.

Copy: Dwayne Pinkney, Vice Provost for Finance and Academic Planning and Secretary of
the University
Carol Tresolini, Vice Provost for Academic Initiatives and Chair, Center and Institutes
Review Committee



GRADUATE AND PROFESSIONAL
STUDENT FEDERATION

GPSF UPDATES

12/25

G. DYLAN RUSSELL
GPSF President
gdylan@live.unc.edu

MISSION STATEMENT

The Graduate and Professional Student Federation exists to provide graduate and professional students with the support they need to succeed in their programs by providing them with essential tools and resources, representing their interests before the university, the board of trustees, and the other governing bodies of the university system and state, and advocating for and with them to ensure their current educational, working, and living conditions are conducive to achieving their professional and personal goals.

13/25



GRADUATE AND PROFESSIONAL
STUDENT FEDERATION

WHAT WE DO



ADVOCATE by **COLLABORATING**
with and for graduate students, to
communicate their needs to administration
and elected officials.



EMPOWER by **SUPPORTING**
graduate students in helping them achieve
their goals.



CONNECT by **ENGAGING**
students academically and socially across
disciplines.

*Follow us for updates on social events,
professional opportunities, and more!*

gpsf.unc.edu



OUR PRIORITIES

1. Graduate and Professional Student Rights
 - TA / RA Bill of Rights and increase stipend pay
2. Future of GPSF
 - Task force to run campaign and create 5 year plan
3. Civic Engagement
 - Getting grad students to the polls and creating an informed student body
4. A Diverse and Understanding Graduate and Professional Population
 - Mandate online training for TAs/Faculty
5. Better Advocacy
 - Letter writing campaign, meetings with President Spellings, NCGA relations



QUESTIONS?

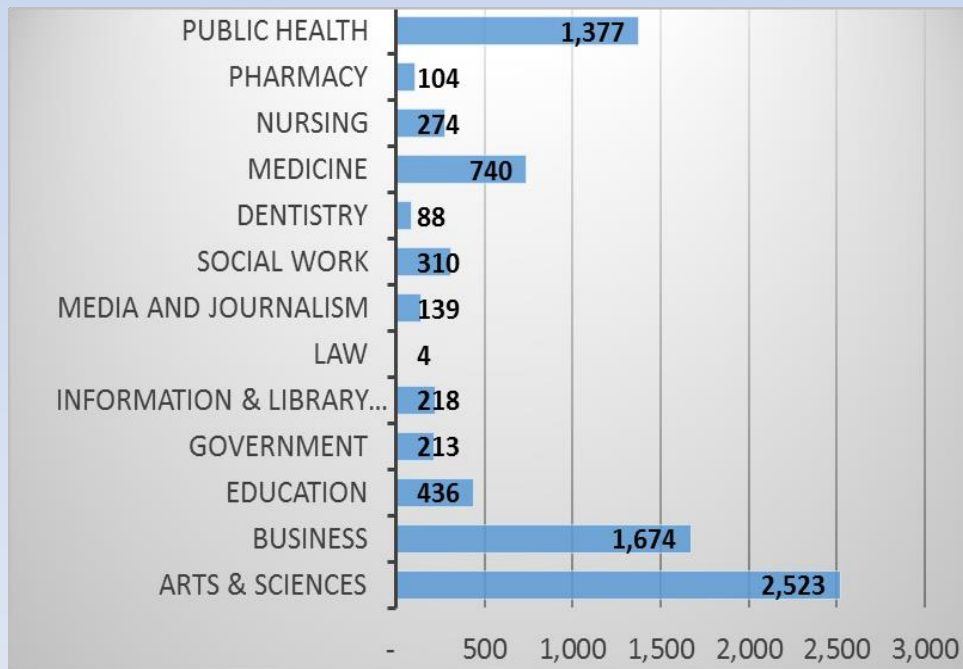
G. DYLAN RUSSELL
GPSF PRESIDENT
gdylan@live.unc.edu

Board of Trustees University Affairs Committee

James Dean, Executive Vice
Chancellor & Provost
Steve Matson, Dean
The Graduate School
September 21, 2016



Graduate Student Enrollments

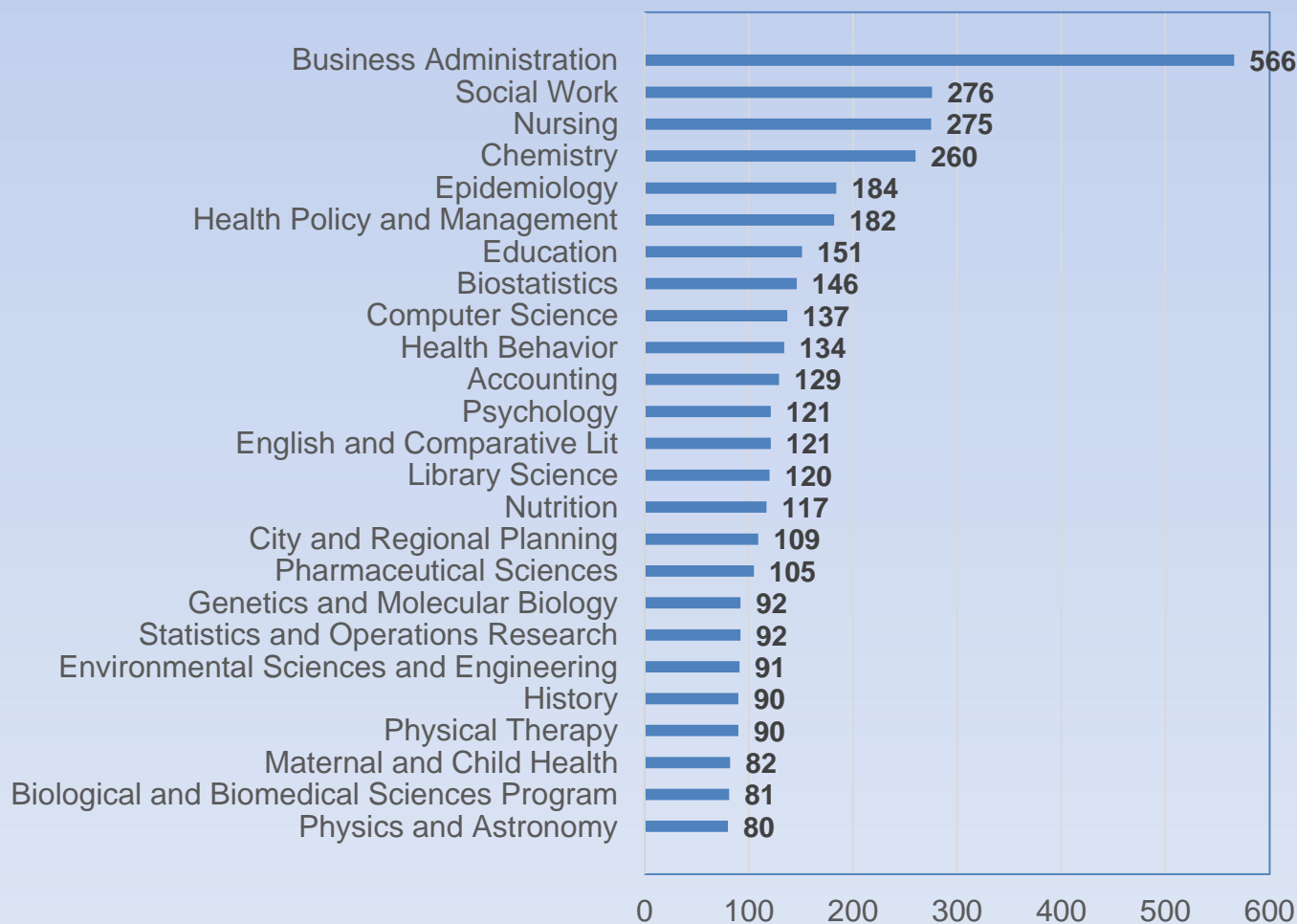


Graduate and Professional Students

- **7,685 Graduate Students**
 - 3,377 doctoral students
 - 1,616 RAs
 - 1,122 TAs
 - 4,163 master's students
- **2,560 Professional Students**
 - 875 medical students (MD)
 - 325 dentistry students (DDS)
 - 62 nursing students (DNP)
 - 652 law students (JD)
 - 646 pharmacy students (PharmD)



Top Residential Programs by Enrollment



Top Programs by Ranking

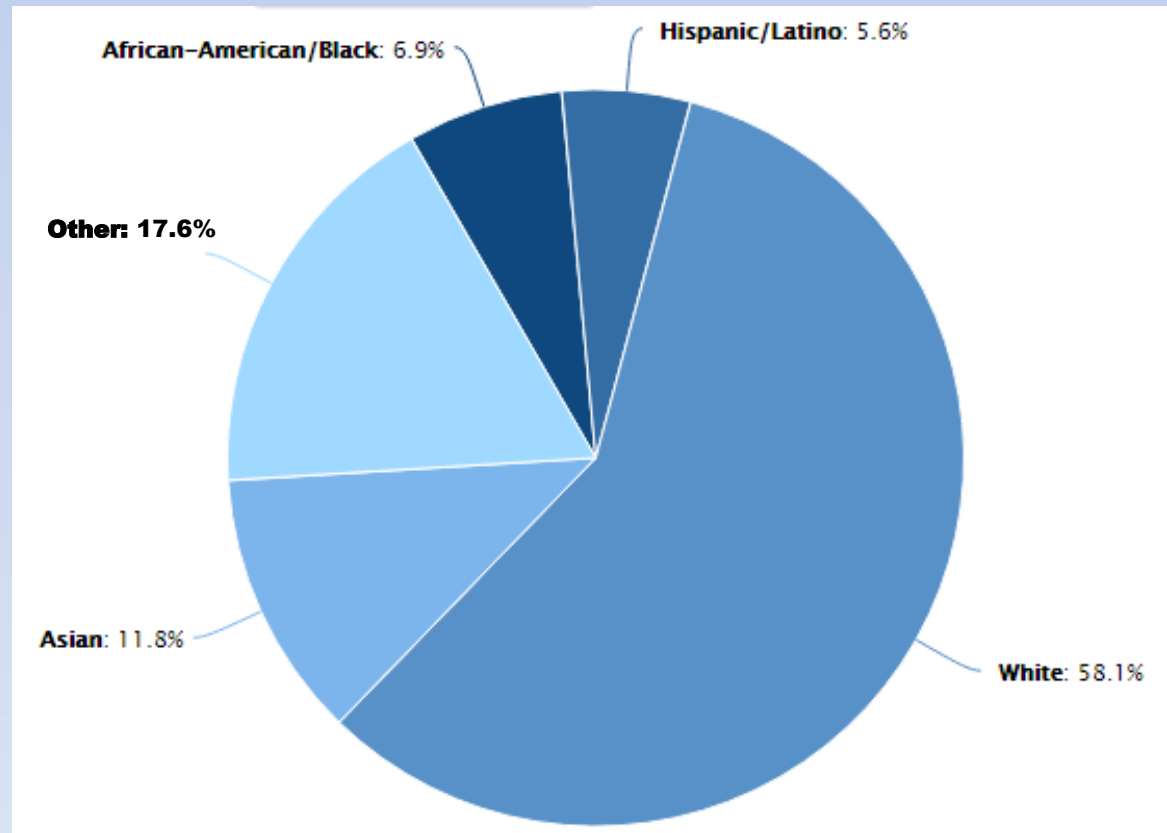
School/Program	Ranking
Pharmacy	1
Public Health	2 (tie)
Information & Library Science	2
Sociology	6 (tie)
Social Work	7 (tie)
History	11 (tie)
Psychology	12 (tie)
Political Science	13 (tie)
Chemistry	15 (tie)
Business School	16 (tie)
Nursing (masters and DNP)	21 (tie)
Computer Science	25 (tie)
School of Government	25 (tie)



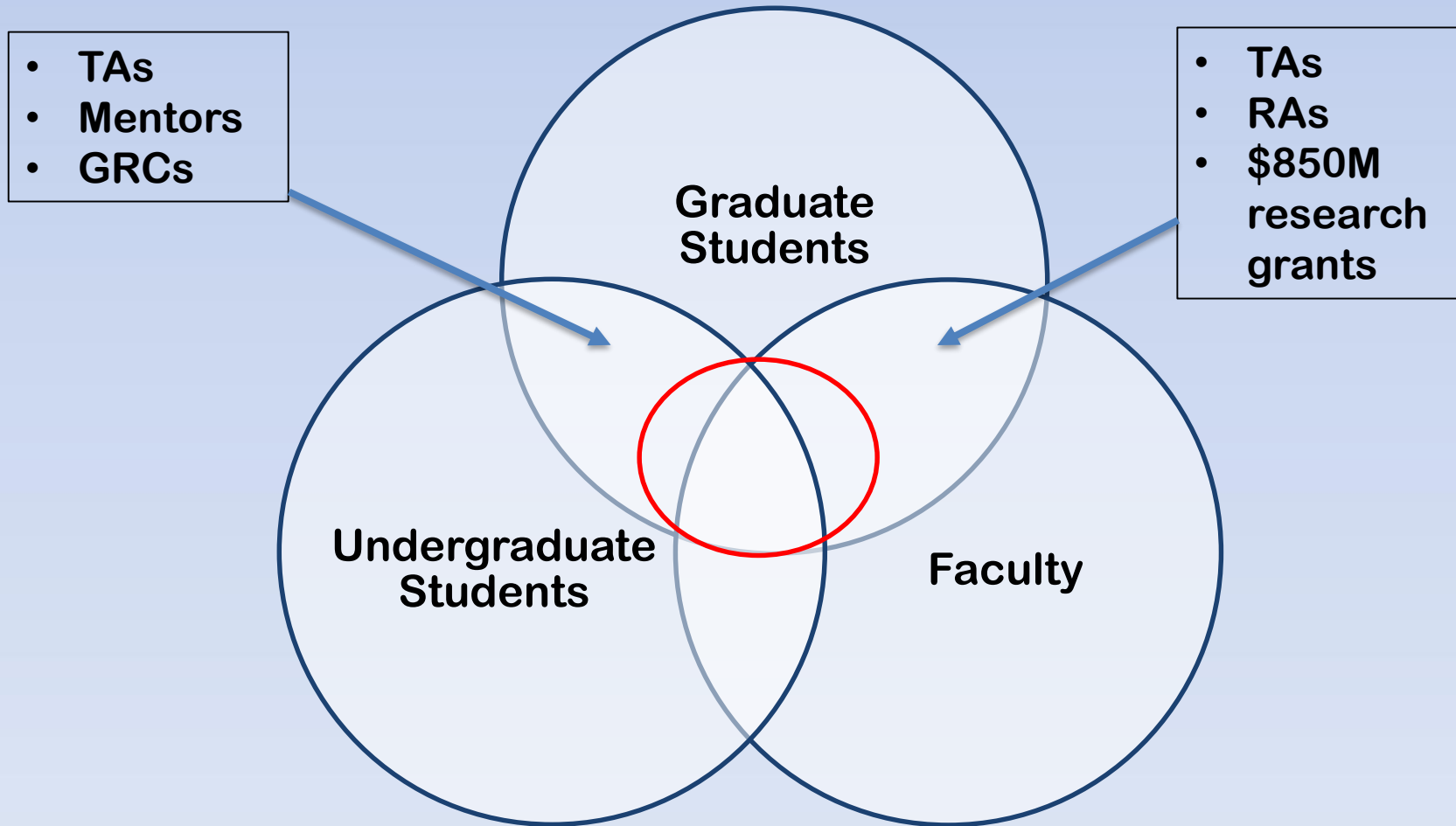
Source: US News and World Report (<http://grad-schools.usnews.rankingsandreviews.com/best-graduate-schools>)

Diverse Student Population

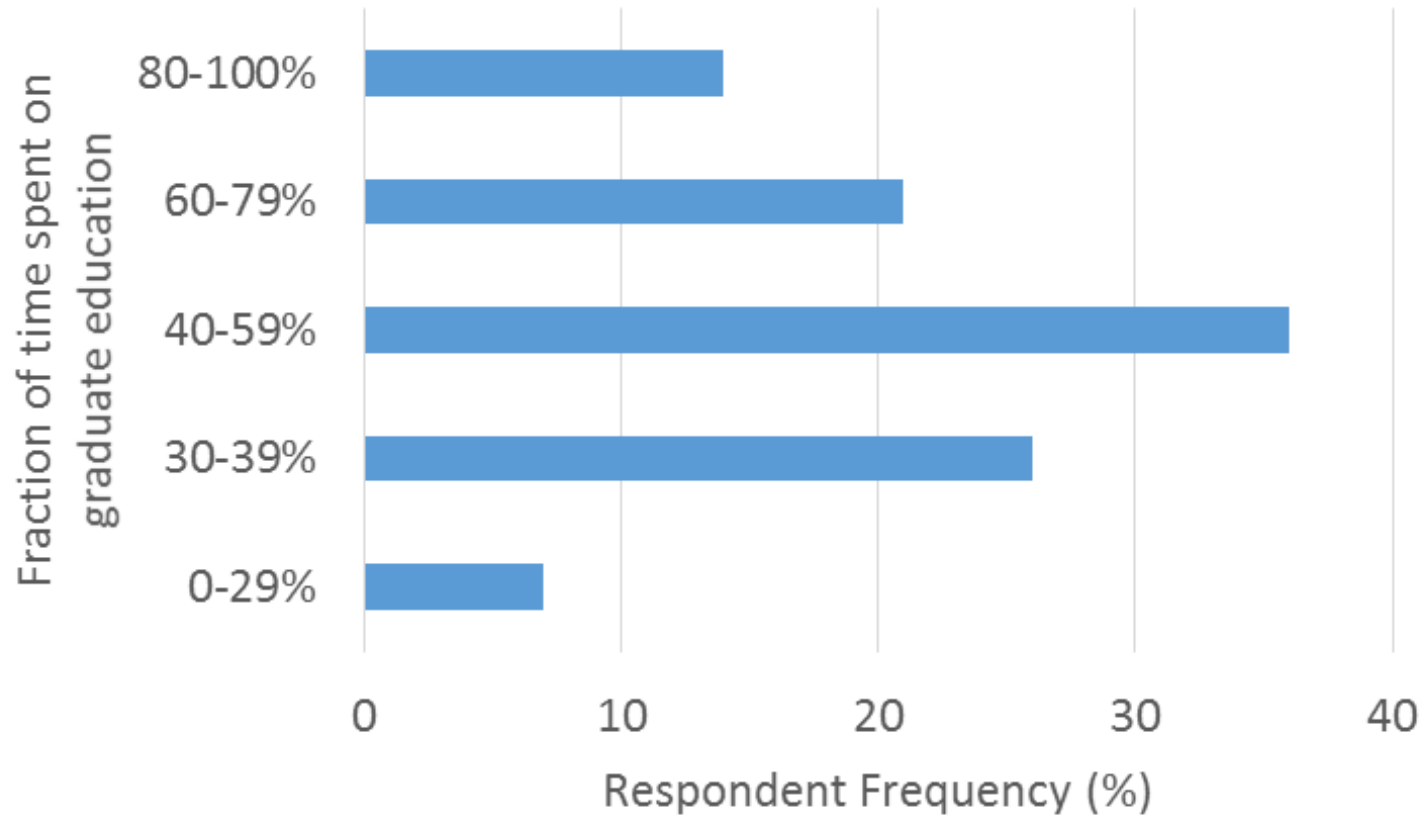
- **International Students – 13.6%**
- **Nearly 50 countries**
 - China
 - India
 - Korea
 - Japan
 - Brazil



Graduate Students – Central to the Mission



Faculty Time Spent on Graduate Education



Comparison of Stipend Support

University	Average Stipend	Maximum Stipend
Yale	>\$29,650	N/A
Duke	\$29,619	N/A
*Private 1 (west coast)	\$25,851	\$40,196
*Private 2 (east coast)	\$22,039	\$40,416
*Public 1 (midwest)	\$18,250	\$20,057
*Public 2 (southeast)	\$17,383	\$43,076
*Public 3 (mid atlantic)	\$17,288	\$33,103
UNC-Chapel Hill	\$17,140	\$34,000
*Public 4 (midwest)	\$15,757	\$20,757

*Source: AAU data exchange 2012-13

Challenges

- Competing for the best graduate students across the country and the world
- Adapting the model of graduate education to fit 21st century needs for all disciplines
- Accessibility and affordability of terminal master's programs

