



May 18, 2022, 1:00 p.m.  
Chancellor's Ballroom, Carolina Inn

**OPEN SESSION**

**FOR ACTION**

1. Request for Authorization to Establish the Institute for Convergent Science  
*Chris Clemens, Executive Vice Chancellor and Provost*
2. HR Compliance/Management Flexibility Report  
*Becci Menghini, Vice Chancellor for Human Resources & Equal Opportunity Compliance*

**FOR INFORMATION ONLY**

(No formal action is requested at this time)

1. Employee Forum Update  
*Katie Musgrove, Chair*

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

**COMMITTEE MEMBERS**

**Rob Bryan, Chair**  
**Teresa Artis Neal, Vice Chair**  
**Dave Boliek, ex-officio**  
**Gene Davis**                      **John Preyer**  
**Perrin Jones**                    **Taliajah Vann**  
**Allie Ray McCullen**           **Malcolm Turner**


CLOSED SESSION MOTION  
FOR UNIVERSITY AFFAIRS COMMITTEE MEETING  
WEDNESDAY - 05/18/2022

Mr. Chairman, I move that the University Affairs Committee go into closed session pursuant to North Carolina General Statutes Section 143-318.11 (a) (1) (to prevent the disclosure of privileged information under Section 126-22) and also pursuant to Section 143-318.11 (a) (6) (to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee) .



## MEMORANDUM

**TO:** Christopher Clemens  
Executive Vice Chancellor and Provost

**FROM:** Joseph F. Jordan   
Vice Provost for Academic and Community Engagement, Centers & Institutes Review Committee

**RE:** Request for Authorization to Establish the Institute for Convergent Science

**DATE:** February 28, 2022

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The Centers and Institutes Review Committee recommends approval of the request for authorization to establish the Institute for Convergent Science (ICS). As described in the Request for Authorization to Establish, this new center will further enhance UNC at Chapel Hill's stature as a leader in research application, translation, and commercialization to match its standing as a powerhouse of fundamental research. This institute will bring together scholars, researchers, and students from all the schools of the University to make discoveries or solve technological challenges that can only be addressed through a convergence of disciplinary expertise.

The Centers and Institutes Review Committee endorsed the concept of the center and noted the intention of the ICS to become a hub for innovation by creating new spaces and programming that will bridge existing gaps in the path from invention to commercialization or other impact. This new hub will implement a three-lane innovation framework, which will bring together, connect, and build from existing components of the research and innovation ecosystem at UNC. As stated in the request, the ICS will be a pan-campus research institute reporting to the Vice Chancellor for Research, Terry Magnuson who also provided a support letter as part of the request.

The planning process addressed all areas required by the Centers and Institutes Review Committee guidelines and we observed that the mission, goals and objectives of the ICS were fully vetted through a rigorous strategic planning process.

The committee concluded that it is important for the university to establish the Institute for Convergent Science and should move expeditiously to do so. If you and the chancellor concur, I ask that you then forward your recommendation to the Board of Trustees for final endorsement and clearance to establish. Thank you for considering this recommendation.

**Situation:** The Committee has for its review the University's Management Flexibility Report.

**Background:** In 1991, at the request of the Chancellor, UNC-Chapel Hill was designated as a Special Responsibility Constituent Institution (UNC Policy 600.3.1, 600.3.2, 600.3.4) by the UNC Board of Governors. In 2002, the BOG further delegated authority to the UNC-CH Board of Trustees to administer certain personnel actions. As part of these delegations, the University is required to submit annually a report to the UNC System Office, after review by the Board of Trustees. The annual Report is submitted to demonstrate compliance with established policies and procedures, such that the University can retain the management flexibility designation.

**Assessment:** Pursuant to its status as a Special Responsibility Constituent Institution, UNC-Chapel Hill has the authority to administer the following personnel actions without prior approval from the BOG: establish faculty salary ranges; appoint and fix compensation for faculty; and establish Instructional, Research and Information Technology (IRIT) positions and salary ranges. Institutions may administer the following personnel actions *with* approval by the BOT: establish salary and non-salary compensation for Tier I senior academic and administrative officers ("SAAO"); establish salary ranges for Tier 2 SAAO positions; and confer permanent tenure. The report submitted annually summarizes the actions taken in accordance with this delegated authority, and is assembled using the template provided by the UNC System Office.

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

**Annual Human Resources Compliance  
(Management Flexibility)  
Report  
FY 20-21**



HUMAN RESOURCES AND EQUAL OPPORTUNITY AND COMPLIANCE  
Human Resources

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## **EXECUTIVE SUMMARY**

### **Annual HR Compliance Report / Management Flexibility**

Each year, the University must submit its Annual HR Compliance Report/ Management Flexibility (“Report”) to the UNC System Office (USO) after the Chancellor reviews, Board of Trustees (BOT) approves, and the Chancellor executes a certification of the BOT’s approval. This Executive Summary highlights the content of FY Report 2020-2021 and describes the process flow for submitting the Report to the USO for final submission to the Board of Governors.

The Board of Governors (BOG) granted “Management Flexibility/Special Responsibility Constituent Institution” designation to the University, a designation that allows certain institutions within the UNC system to administer certain personnel actions without prior approval from the BOG. Namely:

1. Institutions may administer the following personnel actions without seeking prior approval from the BOT or BOG: establish faculty salary ranges; appoint and fix compensation for faculty; and establish Instructional, Research and Information Technology (IRIT) positions and salary ranges.
2. Institutions may administer the following personnel actions with approval by the BOT: establish salary and non-salary compensation for Tier I senior academic and administrative officers (“SAAO”); establish salary ranges for Tier 2 SAAO positions; and confer permanent tenure.

The annual Report is submitted to demonstrate compliance with established policies and procedures, so that the University can retain the management flexibility designation. The USO provides the template that must be used for the Report, including the required components of the Report.

The following components are included in the 2020-2021 Report:

- Part 1 - Compensation
  - SAAO Tier I Non-Salary Compensation
  - SAAO Tier II Salary Ranges
  - EHRA IRIT Salary Ranges
  - Faculty Salary Ranges
- Part 2 – Conferral of Tenure
- Part 3 - Institution Policies
  - Institution Policy on Supplemental Pay, Interim Appointments and Secondary Appointments

- Part 4 – EHRA IRIT Position Actions
- Part 5 – Harassment Complaints
- Part 6 – Report of Hiring Activity
- Part 7 – Training & Professional Development
- Part 8 – Verification Checks
- Part 9 – Certification of Approval



## MANAGEMENT FLEXIBILITY SNAPSHOT

### What is Management Flexibility?

Designation as a Special Responsibility Constituent Institution granted to UNC Chapel Hill by the UNC Board of Governors. (See Appendix for UNC Policy 600.3.1, 600.3.2, 600.3.4).

### When did we get it?

Designation as an institution with special responsibility was granted in 1991 at the request of the Chancellor. In 2002, to enhance administrative efficiency, BOG delegated further authority to administer certain personnel actions to the Board of Trustees (BOT). BOT is allowed to further delegate certain actions to the chancellor.

### What does it allow?

Allows the University authority **without** further approval from the Board of Trustees to execute the following personnel actions for faculty and EHRA non-faculty instructional, research, and information technology (IRIT) employees:

- Permanent and temporary appointments and salaries
- Promotion, including faculty rank changes but excluding tenure
- Permanent and temporary salary increases or stipends
- Establish faculty salary ranges within different academic disciplines, based on relevant data.
- Appoint and fix the compensation for faculty awarded the designation of Distinguished Professors
- Establish IRIT positions and salary ranges

Allows the University **with** approval of the Board of Trustees to execute the following actions:

- Appoint and fix the salary and non-salary compensation for all vice chancellors and other Tier 1 senior academic and administrative officers with the exclusion of the Chancellor.
- Approve appointments and salary changes for SAAO Tier 1 appointments, with the exclusion of the Chancellor.
- Establish salary ranges for SAAO Tier 2 positions, consistent with the salary ranges and the policies established by the Board of Governors
- Confer permanent tenure consistent with the University's approved tenure policies and regulations

### Why are we doing this report?

The report is required as part of the Board of Governors annual performance audits on policies, practices, and other matters related to delegation of management flexibility. The report must be reviewed by the Board of Trustees prior to submission to the UNC System Office.

## **PART 1: COMPENSATION**

*(Includes SAAO Tier I Non-Salary Compensation, SAAO Tier II, IRIT and Faculty Salary Ranges)*

### **SAAO TIER I NON-SALARY COMPENSATION**

The Board of Governors requires the University to provide non-salary compensation (*athletic tickets, club memberships, clinical faculty benefits, moving expenses, temporary housing, personal vehicle allowance and university vehicle allowance*) for all Senior Academic and Administrative Officers (SAAO) Tier I employed as of June 30, 2020, as part of annual compliance reporting.



SAAO Tier I  
Compensation.xlsx

The Board of Governors of the University of North Carolina, through UNC Policy 300.2.14, requires each constituent institution to have a policy on non-salary and deferred compensation for employees who are exempt from the State Personnel Act (“EHRA employees”). This University’s Policy on Non-Salary and Deferred Compensation establishes guidelines and procedures for non-salary and deferred compensation for EHRA employees at The University of North Carolina at Chapel Hill (“UNC-Chapel Hill”).

Within the parameters outlined below, non-salary compensation may be provided for reasons that are relevant to attracting or retaining faculty and staff of the highest possible quality.

1. Decisions concerning non-salary compensation shall be consistent with the University’s Policy on Non-Discrimination and not be based in whole or in part on any EHRA employee’s protected status.
2. In accordance with UNC General Administration Policy 300.2.14, this Policy specifies non-salary compensation that is provided to defined categories of EHRA employees at UNC-Chapel Hill.

**Advance approval by the Board of Trustees is required for any non-salary compensation not specifically authorized in the University’s Policy on Non-Salary and Deferred Compensation or that exceeds the specified compensation limits;** approval for any deferred compensation not already permitted under UNC policies must be granted by the Board of Governors.

## SAAO TIER II SALARY RANGES

The University's EHRA Non-Faculty Compensation Program for Instructional, Research and Information Technology (IRIT) and Senior Academic and Administrative Officer (SAAO) Tier II positions ("EHRA Non-Faculty Compensation Program") is designed to provide competitive salaries to attract and retain the best talent and expertise as EHRA non-faculty employees. The program goals include promoting internal equity and fairness, ensuring good stewardship of University and State resources, and enabling managers to assign compensation that aligns with the competitive market.

The EHRA Non-Faculty Compensation Program features a structure that includes job families, job levels and a series of salary rates through which managers can evaluate and implement compensation decisions for EHRA non-faculty employees. The program groups individual positions with similar responsibilities and job content into sixteen (16) defined job families. Within each job family, there are individual job levels which help to further differentiate positions based on scope, complexity, and specialized skill requirements. The following factors are among those used to assign each position within a job family to its most appropriate job level:

- size of work unit
- span of authority (unit/school/campus)
- scope of responsibility (including consequence of error and independent decision making)
- supervisory/managerial responsibility
- comparison to relative positions as appropriate
- nature and scope of research
- policy/program development
- research/academic impact
- fiscal and/or administrative oversight and supervision

For each unique job family and job level combination, there is a series of compensation rates intended to inform individual compensation decisions. These rates are as follows:

- The **minimum salary** defines the minimum compensation level assigned to positions at a specific job family and job level; exceptions to the minimum salary are noted in this policy.
- The **maximum salary** defines the maximum compensation level assigned to positions at a specific job family and job level; exceptions to the maximum salary are noted in this policy.
- The **salary range** represents the range of compensation between the defined minimum and maximum salary amounts.
- The **reference rate** is an aggregate of similar jobs at the 75th percentile in the outside labor market and represents an approximate midpoint of the assigned salary range for each job level.

Setting a specific salary amount is dependent upon a variety of factors which must be considered by departmental management in consultation with their School/Division HR Officer and OHR. These factors include, but are not limited to

- available budgetary resources
- acquired knowledge, skills, and experience
- employee performance
- possession of an advanced degree or professional credentials that enhance the ability to perform required duties of the position
- scarcity and uniqueness of employee skills and abilities in the context of the greater job market
- internal equity
- retention or replacement of employees
- relation to reference rate

Exceptions to maximum salaries may be requested using the appropriate salary adjustment/supplement form and are subject to the following approvals:

- For EHRA non-faculty SAAO Tier II positions, the maximum salary may only be exceeded when justified by critical University business need. Exceptions must be approved by the Vice Chancellor for Human Resources and Equal Opportunity Compliance **and** the Chancellor. Salary requests that are both 10% and \$10,000 above the established maximum salary must also receive the approval of the Board of Trustees.
- For EHRA non-faculty IRIT positions, the maximum salary may only be exceeded when justified by critical University business need. Exceptions must be approved by the submitting unit's Dean or Vice Chancellor **and** the Vice Chancellor for Human Resources and Equal Opportunity Compliance
- For positions assigned to the research job families (SSR, HSR, PSR), the job level maximum may be exceeded up to the reference rate of the next highest job level within the same job family. This exception is intended to address the unique demands of the research enterprise and the dynamic nature of individual research projects, especially when movement of an individual position to the next highest job level is not justified. This exception should be based on essential operational or business need and must receive the approval of the relevant Department Head **and** the requesting unit's applicable Dean or Vice Chancellor.

**Board of Trustees approval is required to establish or modify ranges for SAAO Tier II positions. Ranges were last approved by BOT in May 2019. Ranges are included as part of the annual compliance review.**



PART 1 - SAAO Tier II  
& EHRA IRIT-Salary R.

## **EHRA IRIT SALARY RANGES**

The University's EHRA Non-Faculty Compensation Program includes ranges for Senior Academic and Administrative Officer (SAAO) Tier II and Instructional, Research and Information Technology (IRIT) positions.

**Campus has delegated authority to establish ranges without approval of the Board of Trustees. However, the ranges must be included for BOT review as part of the annual compliance reporting.**



PART 1 - SAAO Tier II  
& EHRA IRIT-Salary R.

## **FACULTY SALARY RANGES**

The University of North Carolina at Chapel Hill recruits and hires faculty of the highest caliber to teach our students. The process for compensating our faculty and recording their credentials must reflect the university's high standards. It is essential that our policies and processes comply with both Southern Association of Colleges and Schools (SACS) accreditation requirements and Internal Revenue Service (IRS) regulations at all times.

To ensure such compliance, the Office of the Provost, in conjunction with the Finance department, has established the following policy:

- All persons designated as teaching (not including student teaching assistants), co-teaching, or working with students who earn credit for the course, must have a faculty appointment.
- Faculty hired to teach for academic credit cannot be paid as Independent Contractors. Faculty salaries must be paid through the university's Payroll office.
- Faculty listed as "zero salary" may not be paid via invoice to third party consulting agencies. They must be paid in one-time payments through the university's Payroll office.
- All faculty, contractual or tenured, must have their credentials on file with the hiring school/department prior to finalizing the hiring arrangement. The hiring school/department is responsible for ensuring that these credentials are valid and document the individual faculty member's qualifications to serve as an instructor at the level and in the discipline area of the course(s) to be taught (see "Minimum Faculty

Credentialing Requirements for Instruction of Academic Credit Courses” on the Office of the Provost’s website: <https://academicpersonnel.unc.edu/faculty-policies-procedures-guidelines/faculty-appointments/general-information/minimum-faculty-credentialing-requirements-for-instruction-of-academic-credit-courses/>



All  
Schools-Faculty-Sal

**Campus has delegated authority to establish faculty salary ranges without approval of the Board of Trustees. However, the ranges must be included for BOT review as part of annual compliance reporting.**

## **PART 2: CONFERRAL OF TENURE**

The Board of Governors requires that the University provide data on the number of faculty reviewed for, granted, or hired with tenure as part of the annual compliance reporting. Conferral of Tenure must be approved by the Board of Trustees.

132	Number of faculty reviewed for tenure
128	Number of faculty granted tenure
11	Number of new faculty hired with tenure

## **PART 3: INSTITUTION POLICIES**

Campus has delegated authority to establish to secondary appointments without approval of the Board of Trustees. However, the Board of Governors requires that the University include a copy of its policy on supplemental pay, interim appointments, and/or secondary appointments as part of annual compliance reporting and to indicate if the campus distinguishes between base pay and supplemental pay in the HRIS system.



PART 3 -  
Supplemental Pay for

#### **PART 4: EHRA IRIT POSITION ACTIONS**

Campus has delegated authority to establish EHRA non-faculty instructional, research, and information technology positions without approval of the Board of Trustees. However, the Board of Governors requires that the University include a report of IRIT positions created or modified during FY 2020 – 2021 as part of annual compliance reporting.



EHRA IRIT Position  
Actions.xlsx

#### **PART 5: HARASSMENT COMPLAINTS**

The Board of Governors requires affirmation that the University has measures in place to track harassment complaints and can provide this information to the System Office upon request. Internal tracking mechanisms should include the following data elements:

1. Name of Accused and Employee Type/Student Status (SHRA, EHRA Non-Faculty, Faculty, Temp Employee, Student, Other)
2. Name of Complainant and Employee Type/Student Status (use above categories)
3. Date of Complaint
4. Date of Resolution
5. Identify protected base(es) for complaint: race, religion, color, national origin, sex age, disability, genetic information, political affiliation. *Note: Political affiliation is protected for SHRA employees, and therefore is covered by the SHRA grievance informal inquiry process. Because it only applies to SHRA employees, most campuses do not include it in their campus wide HDR policy. So, if there was a case, it would be found/tracked via the SHRA grievance process.*
6. How Complaint was filed: EEOC complaint, EEO complaint, complaint part of the SHRA grievance process
7. Findings? Yes or No
8. If findings, list type of disciplinary action: Dismissal or Other disciplinary action

**The Equal Opportunity and Compliance Office confirmed that the University tracks harassment complaints and, if requested by the System Office, a report containing the data listed above can be provided.**

## PART 6: REPORT OF HIRING ACTIVITY

The Board of Governors requires that the University provide a *Report of Hiring Activity for Fiscal Year 2020-2021* that includes competitive events and waivers of recruitment for permanent positions. Temporary employees/appointments are excluded. Please note that WAIVERS are considered hires as well and are included in the internal hire count.

Employee Category	Hires External to State Government and UNC System	Hires from Outside the UNC System but Internal to State Government	Hires from another UNC System Campus or Affiliate (Including UNC Healthcare)	Hires Internal to the Campus
EHRA Faculty	249	0	0	364
EHRA Senior Academic and Administrative Officer Tier I	1	0	0	1
EHRA Senior Academic and Administrative Officer Tier II	19	0	1	20
EHRA IRIT	187	5	0	176
All Other EHRA Non-Faculty Not Otherwise Categorized	1	0	0	1
SHRA Staff	480	16	3	397
<b>Grand Totals</b>	<b>937</b>	<b>21</b>	<b>4</b>	<b>959</b>

## PART 7: TRAINING & PROFESSIONAL DEVELOPMENT

Compliance Training		Do you offer mandatory supervisor training program(s)? If yes, include # of supervisors who completed that training in FY19-20.	
Total # of Supervisors (Faculty and Staff)	<b>4962</b>	YES	176
# Of Supervisors who have completed EEODF Training	<b>394</b>	Number who completed training this year	
# Of Supervisors who have started EEODF Training	<b>264</b>	NO	

*Use course completion information as of June 30, 2021*



<b>Central Staff Professional Development Expenditures</b>	
Total FTE in Work Unit	6.25
Total Personnel Expenditures in Work Unit	\$553,370.25
Total Non-Personnel Expenditures in Work Unit	\$198,684.87
Total Expenditures Per Capita ( <i>Perm Staff Only</i> )	0
Total Expenditures as % of Payroll ( <i>Perm Staff Only</i> )	0

### PART 8: Verification Checks

Does your institution perform criminal background checks on all new hires as well as internal hires when the individual assumes an entirely new position?

<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO	COMMENT:
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Does your institution's established process conform with all the requirements in the UNC System Regulation on background checks?

<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO	COMMENT:
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Does your institution perform educational credential checks on all new hires to the institution?

<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO
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What mechanism is used to perform these educational credential verifications?

A degree verification is conducted if a degree is required for the position, used to qualify the candidate, or set the salary of an applicant. U.S. degrees are verified by the Office of Human Resources through the National Student Clearinghouse if the educational institution participates in the clearinghouse. For institutions that do not participate in the clearinghouse, degree verification is completed by the background check vendor through the institution's registrar office. Foreign degree verification is obtained by the hiring department using one of the approved agencies that performs the specialized service of validating the U.S. degree equivalency for foreign degrees. Transcripts are maintained in faculty personnel files for accreditation purposes.

Does your institution have an established process to conduct Federal I-9 checks for all new hires to the institution?

<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO
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Are these I-9 verifications performed on paper forms or using a DHS-certified electronic platform?

<input type="checkbox"/>	Paper Forms	<input checked="" type="checkbox"/>	Electronic Platform	COMMENT: We use the Guardian LawLogix electronic I-9 system to manage Forms I-9 and E-Verify checks.
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**PART 9: CERTIFICATION OF APPROVAL**

The Board of Governors requires that the Chancellor review and approve and certify that the *Annual HR Compliance Report for Fiscal Year 2020-2021* was reviewed and approved by the Board of Trustees prior to submission to the UNC System Office.

<b>INSTITUTIONS WITH MANAGEMENT FLEXIBILITY</b>	
I certify that I reviewed and approved [INSTITUTION NAME]'s Annual Human Resources Compliance Report for the Fiscal Year ending June 30, 2020, and this report was approved by the Board of Trustees on [INSERT DATE]	
Chancellor:	
Name	Date