



AGENDA

OPEN SESSION

ACTION ITEMS

- 1. Approval of the Minutes of July 26, 2023**
Perrin Jones, Chair
- 2. Approval of Revised Tenure-Track/Tenure Faculty Salary Ranges - College of Arts & Sciences**
Becci Menghini, Vice Chancellor for Human Resources & Equal Opportunity and Compliance
- 3. Policy on Non-Salary and Deferred Compensation Update**
Becci Menghini, Vice Chancellor for Human Resources & Equal Opportunity and Compliance

INFORMATION ITEMS

- 1. Fall 2023 Registration Update**
J. Christopher Clemens, Executive Vice Chancellor and Provost
Rachelle Feldman, Vice Provost for Enrollment
Kate Henz, Interim Vice Provost for Business Operations
- 2. School of Civic Life and Leadership Update**
J. Christopher Clemens, Executive Vice Chancellor and Provost
Jim White, Craver Family Dean, College of Arts and Sciences

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

UNC-CHAPEL HILL BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
Open Session Minutes

July 26, 2023

Chair Bryan called the meeting to order at 3:23 p.m. in the Chancellor's Ballroom at the Carolina Inn. Assistant Secretary Chris McClure called the roll. The following committee members were present:

Chair Rob Bryan
David L. Boliek Jr.
Perrin W. Jones
John Preyer
Malcolm K. Turner (via Zoom)

OPEN SESSION

The following item was presented to the committee for action.

Approval of May 17, 2023 Minutes

The Committee reviewed and approved the open and closed session minutes of May 17, 2023. Chair Bryan noted that without objection the item approved would be added to the Consent Agenda for the Full Board meeting.

The following item was presented for information only:

Requests for Discontinuation (The Friday Center, Global Research Institute, and Gene Therapy Center)

Dr. Christopher Clemens, Provost, presented requests for discontinuation for The Friday Center, the Global Research Institute, and Gene Therapy Center. These centers are governed by the Centers and Institutes Committee which reports to the Vice Provost for Academic and Community Engagement.

Provost Clemens also introduced and welcomed Dr. Marcus Collins, who will serve as interim Vice Provost for Academic and Community Engagement.

Hearing no questions, Chair Bryan entertained a motion to approve the requests for discontinuation. Chair Boliek moved to approve the requests. The motion was duly seconded and carried.

Approval of Revised Faculty Salary Ranges

Dr. Becci Menghini, Vice Chancellor for Human Resources & Equal Opportunity and Compliance presented revised faculty salary ranges for the School of Medicine.

Chair Boliek moved to approve the new ranges. The motion was duly seconded and carried.

HR Compliance/Management Flexibility Report

Dr. Menghini presented the annual Human Resource Compliance and Management Flexibility Report.

Trustee Jones moved to approve the report. The motion was duly seconded and passed.

Chair Bryan noted that the approved items from this committee will be placed on the Board's consent

**UNC-Chapel Hill Board of Trustees
University Affairs Committee
Minutes – July 26, 2023**

agenda for a vote by the full Board.

The following items were presented for information only:

Employee Forum Update

Katie Musgrove, Chair, provided an update to the committee on behalf of the UNC-Chapel Hill employee forum.

Chair Bryan provided comments and thanked Chair Musgrove for her report.

Faculty Update

Beth Moracco, Chair of the Faculty, provided an introduction and an update to the committee on behalf of the faculty.

MOTION TO CONVENE IN CLOSED SESSION

On motion of Trustee Jones and seconded by Chair Boliek, the committee voted to convene in closed session pursuant to North Carolina General Statutes Sections 143-318.11(a)(1), (a) (5), and (6).

CLOSED SESSION

The committee convened in closed session. Please see closed session minutes.

A motion was made to return to open session. It was duly seconded and passed.

OPEN SESSION

The committee reconvened in open session.

ADJOURNMENT

There being no further business to come before the committee in open session and without objection, Chair Bryan adjourned the meeting at 4:25 p.m.

AGENDA ITEM*Action Item 2****Approval of Revised Tenure-Track/Tenure Faculty Salary Ranges - College of Arts & Sciences***

Situation: The Committee has for its approval new faculty salary ranges for the College of Arts and Sciences.

Background: Section 600.3.4 of the UNC Policy Manual, *Policy on the Delegations of Authority and Granting Management Flexibility in Human Resource Matters*, provides that simultaneous with the president's authorization of an institution's management flexibility plan, the board of trustees of that institution is also delegated the authority to establish faculty salary ranges within different academic disciplines based on relevant market data.

Assessment: The College of Arts and Sciences seeks to update its faculty ranges to remain competitive in the market and to ensure the continued success of its training programs. These ranges have been assembled in coordination with the North Carolina Office of Human Resources (OHR) and the Academic Personnel team (APT) and are based on aggregate data from our Association of American Universities Data Exchange (AAUDE) peers.

Action: This item requires approval by the Board of Trustees.

AGENDA ITEM

Action Item 3

Policy on Non-Salary and Deferred Compensation Update

Situation: The Committee has for its approval an updated EHRA Policy on Non-Salary and Deferred Compensation.

Background: Section 300.2.14 of the UNC Policy Manual provides UNC System universities with the authority to provide non-salary compensation for all personnel exempt from the North Carolina Human Resources Act, except for the chancellor and the president. Accordingly, the University of North Carolina at Chapel Hill maintains a policy on Non-Salary and Deferred Compensation.

Assessment: This Board last approved this policy in November 2022. That version of the policy listed specific dollar figures for relocation and home-searching expenses associated with new hires moving to the area. Those figures were static, and reflected numbers different than those that appear in the more regularly updated UNC Finance Policy and the North Carolina Budget Manual. This version of the policy removes references to any specific numbers and instead links to the UNC Finance Policy and the North Carolina Budget Manual and brings the three documents into alignment.

The second edit in this version of the document outlines the procedural implementation of bonus payments. The previous version did not include this detail.

Action: The University seeks BOT approval of the updated policy on Non-Salary and Deferred Compensation accepting these edits.

EHRA Non-Salary and Deferred Compensation

Revision Date: 9.8.2023

BOT Approval Date:

Purpose

This policy sets forth specific definitions and procedures for the payment of non-salary and deferred compensation to EHRA employees of The University of North Carolina at Chapel Hill ("UNC-Chapel Hill" or "University"). Any such compensation may only be paid in accordance with the provisions of this Policy and only after receiving the approvals specified herein.

The Board of Governors of the University of North Carolina, through Sections 300.2.14 and 300.2.14.1[R] of the UNC Policy Manual, requires each constituent institution to have a policy on non-salary and deferred compensation for employees who are exempt from the State Human Resources Act ("EHRA employees"). This Policy mandates and establishes guidelines and procedures for non-salary and deferred compensation for EHRA employees at UNC-Chapel Hill.

Scope of Applicability

This Policy applies to all EHRA employees at UNC-Chapel Hill - except as noted below:

1. The Chancellor is exempt from this Policy. Subsection III of Section 300.2.14 of the UNC Policy Manual addresses non-salary and deferred compensation for the Chancellor; Section 300.1.5 addresses the official residence provided to the Chancellor.
2. Compensation authorized by a faculty practice plan and/or faculty incentive pay plan, approved by the Chancellor, and reported to the Board of Trustees and Board of Governors, is exempt from this Policy. Other forms of non-salary compensation provided to employees covered by these plans are subject to this Policy.
3. The Athletic Director and Head Coaches to whom individual employment contracts are issued and approved by the Board of Trustees and Board of Governors are exempt from this Policy, except that non-salary and/or deferred compensation that fall outside of the terms of such contracts is subject to this Policy. These employees are otherwise subject to Section 1100.3 of the UNC Policy Manual. All other Athletic Coaches are covered by this Policy, whether employed at-will or under term appointments.

Policy

Policy Statement

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

1. Decisions concerning non-salary compensation must be consistent with the University's Policy on Prohibited Discrimination, Harassment, and Related Misconduct and not be based in whole or in part on any employee's protected status.
2. In accordance with Section 300.2.14, this Policy specifies non-salary compensation provided to defined categories of EHRA employees at UNC-Chapel Hill.
3. Advance approval by the Board of Trustees is required for any non-salary compensation not specifically authorized in this Policy or that exceeds the specified compensation limits.
4. Advance approval for any deferred compensation not already permitted under UNC System policies must be granted by the Board of Governors.

Roles & Responsibilities

1. All non-salary compensation for EHRA employees must be requested by the supervising Department Head using forms published for this purpose by the Vice Chancellor for Human Resources.
2. Any allowable non-salary compensation may not be implemented or paid without final approval having been communicated by or the Office of Human Resources unless otherwise explicitly set forth in this Policy.
3. Any requests for non-salary compensation that require advance approval by the Board of Trustees, or the Board of Governors under this Policy must be transmitted to the applicable Board(s) with the Chancellor's concurrence.

Funding Sources & Tax Reporting

1. The funding source for non-salary compensation may **not** be State-appropriated funds, unless either specifically noted in this Policy or separately approved by the Board of Trustees, and then only when permitted by guidelines issued by the Office of State Budget and Management.
2. Non-salary compensation may be funded by an associated entity of UNC-Chapel Hill only if permitted by that entity's policies and if the compensation meets all other requirements of this Policy. Such compensation remains subject to advance review and approval by the applicable University central offices per Section VII of this Policy.
3. To comply with Internal Revenue Service (IRS) regulations, certain forms of non-salary compensation may require individuals to maintain written records to document business and non-business (i.e., personal) use to ensure appropriate tax withholding and reporting by University Payroll Services. Such records must be provided by the subject employee when requested by the University.
4. Employees receiving non-salary compensation are responsible for ensuring their individual compliance with any applicable State and Federal tax laws. Employees should consult with the relevant taxing authority or their personal tax advisor for more information regarding the applicable tax regulations.

Types of Non-Salary Compensation

1) Relocation Compensation:

- a) A department may, within existing resources, include relocation compensation as part of a hiring offer to successfully recruit and retain a qualified candidate who will have to make a domiciliary move to accept the position. Not every offer is intended or required to include such provisions, and its inclusion should be based on business necessity to attract well-qualified candidates.
- b) Relocation compensation is allowed according to the requirements in [Finance Policy 1270](#).

2) Home searching Expenses:

- a) A department may, within existing resources, include home-searching expenses as part of a hiring offer to successfully recruit and retain a qualified candidate who will have to make a domiciliary move to accept the position.
- b) inclusion of house-hunting expenses in a hiring offer must have the approval of the supervising Vice Chancellor, Dean or Athletic Director
- c) Home-Search reimbursement is allowed according to the requirements in [Section 6.8 of the State of North Carolina Budget Manual](#).

3) Temporary Housing as Part of Initial Hiring

- a) A department may, within existing resources, include temporary housing as part of a hiring offer to successfully recruit and retain a qualified candidate who will have to make a domiciliary move to accept the position. Not every offer is intended or required to include such provisions, and its inclusion should be based on business necessity to attract well-qualified candidates.
- b) Positions categorized as faculty, senior academic and administrative officers, coaches, assistant/associate coaches, assistant/associate athletic directors, and other EHRA instructional athletics personnel may be reimbursed for receipted temporary housing costs as part of the initial hire. The supervising Vice Chancellor, Dean or Athletic Director may authorize temporary housing up to \$2,500 per calendar month for up to six months.
- c) All other categories of EHRA employees may be authorized within these same limits on a case-by-case basis by the Chancellor, Vice Chancellor for Human Resources, Executive Vice Chancellor and Provost, or supervising Dean or Vice Chancellor.
- d) An EHRA employee who does not utilize the entire authorized housing allowance may be permitted (but is not required) by the supervising senior officer to utilize any remaining amount to extend the arrangement for a period not to exceed three additional months beyond their allotted duration. The total of all such expenditures, including any extension, may not exceed the total allowance authorized as part of the hiring offer, nor may any individual monthly reimbursement exceed \$2,500.
- e) Under exceptional circumstances to attract unique or hard-to-recruit talent to the University, the Chancellor may authorize temporary housing up to \$3,000 per calendar month and/or a total duration of up to one year.

- f) Temporary housing costs that exceed the authorized amount or duration must be submitted on a case-by-case basis for advance review and approval by the Board of Trustees.

4. Temporary Housing & Incidental Expenses as Part of a Remote Duty Assignment

- a) Any EHRA employee covered by this Policy may be reimbursed for receipted expenses, including temporary housing and other incidental living costs necessary to facilitate a temporary out-of-state or foreign-duty work assignment (e.g., study abroad assignments, remote research stations, etc.), not to exceed \$2,500 per calendar month for a period not to exceed one year, with the approval of the Chancellor, Vice Chancellor for Human Resources, Executive Vice Chancellor and Provost, or the supervising Vice Chancellor or Dean.
- b) The Chancellor may authorize temporary housing and other incidental living costs per item 4.a above in an amount not to exceed \$3,000 per calendar month and/or a total duration of up to 18 months, when deemed necessary to conduct legitimate University business that is out-of-state or related to a foreign-duty work assignment.
- c) Any reimbursements exceeding these limits or duration must be authorized in advance by the Board of Trustees.
- d) Payment of extraordinary dependent educational expenses must be authorized case-by-case by the Board of Trustees.

5. Ongoing Housing Required by Job Assignment

- a) Lodging or housing provided to an employee as a required condition of employment (e.g., a facility caretaker) or housing provided to resident staff employed by the Division of Student Affairs to work in university residence halls may be permitted with the approval of the Chancellor, the Executive Vice Chancellor and Provost, or the supervising Vice Chancellor or Dean.

6. Vehicle Allowances

- a) The Chancellor is authorized (but not required) to provide the use of one leased vehicle, courtesy vehicle, or comparable vehicle allowance to the Executive Vice Chancellor and Provost, any of the Vice Chancellors, and the Director of State Relations for the primary purpose of conducting University business. The annual taxable income value for any non-business use of said vehicle and related operating expenses may not exceed \$7,500.
- b) The Athletic Director is authorized (but not required) to provide the use of one leased vehicle, courtesy vehicle, or comparable vehicle allowance to the Assistant/Associate Athletic Directors, Head Coaches, Assistant/Associate Coaches, and Head Trainers for the primary purpose of conducting University business. The annual taxable income value for any non-business use of said vehicle and related operating expenses may not exceed \$7,500.

- c) Vehicle allowances for all categories of EHRA employees except those listed above, or which exceed any of the specified limits above, must be submitted on a case-by-case basis for advance review and approval by the Board of Trustees.

7. University-Affiliated Club Memberships

- a) Positions categorized as Senior Academic and Administrative Officers (SAAO) Tier I, the University's Deputy Chief Advancement Officer, and the Chief Advancement Officer of each School/College may be provided with individual memberships at any on-campus University-affiliated club for job-related purposes. The Chancellor must approve all such memberships, except the Chief Advancement Officers of a School/College, which must be approved by the supervising Dean.
- b) University departments may hold a "departmental" membership, in the name of the Department Head, for departmental business use only at the University's institution-affiliated clubs, if such memberships are allowed by club policy. Such departmental memberships must be approved in advance by the Chancellor and/or the applicable Vice Chancellor who oversees the department in question.
- c) All personal use of departmental memberships is prohibited. In no case may the funding source for either individual or departmental memberships be State-appropriated funds.

8. External Club Memberships

- a) The Executive Vice Chancellor and Provost and the Vice Chancellor for Advancement may be provided with one external club membership for job-related purposes.
- b) Any such club must have a policy prohibiting discrimination against groups protected by federal and North Carolina law.
- c) Any University-paid external club memberships provided to other EHRA employees or additional University-paid external club memberships provided to the two senior officers noted above must be submitted on a case-by-case basis for advance review and approval by the Board of Trustees.

9. Athletic Facility Memberships

- a) The following EHRA employees may (but are not required) to be provided paid membership or access to university athletic and physical fitness facilities (as appropriate) for job-related purposes by the supervising Vice Chancellor, Dean or Athletics Director:
 - i. Individuals who hold academic rank and a primary faculty appointment in the Department of Exercise and Sport Science, and whose primary role is to provide physical education instruction to students.
 - ii. EHRA professionals in the Departments of Exercise and Sport Science, Campus Recreation, and Athletics, whose primary responsibilities involve providing direct physical training to students/athletes and/or ensuring the safety and maintenance of fitness and physical education equipment.
- b) In no case may the funding source be State-appropriated funds.

- c) All other University-paid memberships in health clubs/fitness facilities for all other categories of EHRA employees must be submitted on a case-by-case basis for advance review and approval by the Board of Trustees.

10. Campus Athletic & Cultural Events

- a) Positions categorized as Senior Academic and Administrative Officers (SAAO) Tier I as well as other EHRA professionals whose primary responsibilities include solicitation of donors may be provided with complimentary admission to University-related athletic or cultural events for job-related purposes, including complimentary admission for an accompanying guest, such as a spouse/partner, if the guest is expected to assist in University-related hosting activities.
- b) Complimentary athletics event tickets may be provided for coaches and athletics administrators in accordance with a standardized, position-based schedule maintained by the Athletic Director and approved by the Chancellor.
- c) Ongoing or routine athletics or cultural event complimentary admission provided to any individual or similarly situated group of EHRA employees for discretionary (non-business-related) use must be submitted on a case-by-case basis for advance review and approval by the Board of Trustees and must be reported for tax purposes.
- d) An exception is permitted for excess single-use tickets to campus events that could not otherwise be sold (and as a result are deemed to have no market value) and will be distributed as occasional employee recognition/appreciation awards by the Chancellor, Executive Vice Chancellor and Provost, or the supervising Vice Chancellor or Dean.

11. Incentive-Based Compensation for Certain Athletics Employees

Incentive-based compensation beyond base salary provided to any EHRA employee in the Department of Athletics (other than specific compensation for the Athletic Director and Head Coaches with individual contracts covered by UNC Policy 1100.3), for reasons including, but not limited to, reaching performance goals such as post-season playoffs or student-athlete academic achievement levels, must be approved by the Board of Trustees. Such approvals may be on a case-by-case basis or by a standard schedule proposed to the Board of Trustees by the Athletic Director with the Chancellor's concurrence.

12. Incentive-Based Compensation for Other Employees

Any form of incentive-based compensation beyond base salary to be paid to any EHRA employee in recognition of performance or productivity, except as provided for in this Policy, must be expressly authorized by the Chancellor and the Board of Trustees and conform with any relevant policies and guidelines of the Board of Governors then in effect.

13. Educational Assistance, Dependent Care, and Related Benefits

Any employer-provided benefits exceeding current IRS limits for qualified educational assistance, dependent care, or similar benefit programs must be submitted on a case-by-case basis for advance review and approval by the Board of Trustees and must be reported to Payroll as taxable compensation on a case-by-case basis.

14. Sign-on, Retention, and Performance Bonuses

In accordance with Section 300.2.14.2[R] of the UNC Policy Manual, EHRA employees may be eligible for sign-on, retention, and performance bonus programs, subject to the requirements outlined in this policy. There is no automatic entitlement to sign-on, retention, or performance bonuses by any employee of the University.

- a) **Source of Funds:** Schools or divisions may fund bonuses using any sources of funds, including state or non-state appropriations, if the funding source permits an expenditure for this purpose. For state funds, such use must be permissible under the policies of the Office of State Budget and Management.
- b) **Approvals:** Schools or divisions must submit all requests to pay a sign-on, retention, or performance bonus to any EHRA employee to the Office of Human Resources. Such requests must include the documented need and/or justification for the requested bonus.
 - i. All bonus programs for Tier I SAAOs must be approved by the Board of Trustees.
 - ii. Bonuses for all other EHRA employees must be approved by the Vice Chancellor for Human Resources and Equal Opportunity and Compliance or the Senior Associate Vice Chancellor for Human Resources and Academic Personnel prior to communication and payment to the employee.
- c) **Eligible Employees:** Only candidates for or employees in permanent EHRA positions are eligible for bonuses under this policy. The University will not award any bonus under this policy to an employee who:
 - i. has received an end of appointment notice;
 - ii. did not receive an overall rating of at least "meeting expectations" on their most recent annual appraisal, or if an annual performance appraisal was not required, is deemed to not be in "good standing";
 - iii. is currently working under a performance improvement plan; or
 - iv. is no longer actively employed in their position.
- d) **Additional Requirements and Limitations for Sign-On and Retention Bonuses**
 - i. To be eligible for a sign-on bonus, the candidate must not have worked for the University as a permanent EHRA employee in the last 12 months.

- ii. To be eligible for a sign-on or retention bonus, the employee must work at least 20 hours per week.
- iii. An employee may receive either one sign-on bonus or one retention bonus, but not both, within any 24-month period. Receipt of a sign-on or retention bonus does not preclude an employee from receiving a performance bonus as otherwise allowed by this policy.
- iv. Receipt of a retention bonus does not preclude an employee from receiving a retention salary increase for a competitive offer as allowed by existing salary administration policy and regulation.
- v. An eligible employee may receive only one performance bonus award per year and the award should be made as close to the prior year's performance appraisal cycle as reasonably possible.
- vi. Tier I SAAOs are not eligible for performance bonuses but may be eligible for sign-on and retention bonuses if approved by the Board of Trustees.
- vii. Performance-based pay for clinical faculty is covered under approved clinical incentive pay plans and is not included in this program.
- viii. Retention bonuses may not be awarded across-the-board to broad classes of employees.

e) **Sign-on Bonus Criteria:** Sign-on bonuses are discretionary and intended to serve as a recruitment incentive. A sign-on bonus must be based on at least one of the following specific, demonstrated recruitment needs:

- i. *For a Specific Job Classification:* To enhance the ability to recruit qualified candidates during labor market shortages, a school or division may elect to offer sign-on bonuses to candidates hired into positions for a specific job classification within the University, division, facility, or unit. To qualify, the school or division must demonstrate that the job classification is critical to the University's mission, there is a labor market shortage, and the inability to hire qualified candidates would impair delivery of essential services.
- ii. *For an Individual Position:* A school or division may elect to offer a sign-on bonus for an individual position if the school or division can demonstrate that the position is critical to the University's mission, the labor market is particularly competitive for the skillset and experience required for that position, and the University's inability to recruit and hire a qualified candidate would negatively affect the delivery of essential services. This option is typically reserved for instances where the position is the sole individual, or one of two individuals, fulfilling a role at the University.

- iii. *For a Moving Allowance:* A school or division may provide a sign-on bonus in lieu of a moving allowance if a moving allowance is not otherwise provided separately.

f) **Retention Bonus Criteria:** Retention bonuses are discretionary and intended to enhance retention of employees whose knowledge, skills, and abilities are vital to fulfill the school or division's goals and/or strategic plan and whose loss would negatively affect University operations. A retention bonus may only be awarded when a school or division can demonstrate and document at least one of the following specific, individual retention needs:

- i. *For a Specific Job Classification:* In parallel with sign-on bonuses for specific job classifications, a school or division may elect to provide retention bonuses to retain a group of employees in a specific job classification when the University is offering sign-on bonuses as a recruitment incentive to attract qualified candidates for positions in that job classification. To qualify, the school or division must demonstrate that the job classification is critical to the University's mission, there is a labor market shortage, and the loss of employees in that role would impair the delivery of essential services.
- ii. *For an Individual Position:* A school or division may elect to offer a retention bonus to an individual in the following scenarios:
 - a. In parallel with a sign-on bonus for an individual position, to retain an employee when the University has offered a sign-on bonus as a recruitment incentive to an individual in a similar critical position within the same school or division and the school or division can demonstrate the labor market is particularly competitive for the skillset and experience required for that position and losing the individual would affect the delivery of essential services; or
 - b. To retain an employee who is likely to leave the University to an entity external to the University and the school or division can document conditions in the labor market that demonstrate a heightened risk for loss of critical talent that would negatively affect University operations.
- iii. *Tied to a Special Initiative:* A unit or department may elect to offer a retention bonus to retain a team of employees assigned to a Special Initiative of the University where their combined skills and understanding of the initiative are critical to its successful completion, failure to complete the initiative would negatively affect University operations, and conditions in the labor market demonstrate a heightened risk for loss of critical talent.

g) **Bonus Amount and Payment:**

- i. Any sign-on bonus may not exceed the lesser of \$25,000 or 20 percent of the annualized base salary of the new position.

- ii. Any retention bonus may not exceed the lesser of \$25,000 or 20 percent of the employee's current base salary.
- iii. Bonuses for eligible employees working in part-time (less than one FTE) positions will be prorated on hours worked.
- iv. A bonus may be paid in one lump sum or paid out in two installments following the hire date or following the payment of the first installment. For retention bonuses, the second installment is paid 12 months following the first installment; for Sign-on Bonuses, the second installment is paid 12 months following the start date.
- v. Sign-on and retention bonuses are not subject to retirement contributions to either the Teachers' and State Employees' Retirement System or the UNC Optional Retirement Program.
- vi. Before an employee may receive a sign-on or retention bonus, the employee must sign an agreement under which the employee agrees to repay the bonus, in whole or part, if the employee leaves the University voluntarily or involuntarily before the completion of 12 months' consecutive service.
- vii. The agreement must state that if the employee moves to another school or division or to another occupational group within the university before completion of 12 months of service, the employee forfeits any remaining unpaid installment of their bonus.
- viii. The period of consecutive service follows eligibility rules for state service credit and leave accruals. Periods of leave without pay do not count toward the required 12 months of service.

h) **Performance Bonus Criteria:** Performance bonuses are discretionary and are intended to recognize merit and reward exceptional performance and effectiveness substantially beyond the position's expectations. They are not intended to supplant base salary adjustments when deemed necessary and appropriate, such as addressing essential labor market or equity situations.

- i. *Role of Performance Appraisal:* A performance bonus and its amount must be tied to specific criteria and quantitative and qualitative goals documented in a non-faculty employee's annual performance plan or in the provisions of a written incentive compensation plan for faculty. Such criteria and goals should align with the school or division and University's strategic plan.
- ii. *Performance Bonus Criteria:* A performance bonus must be based on at least one of the following specific, demonstrated performance achievements:
 - a. Contribution - The employee has made substantial contributions to the fulfillment of goals, mission and objectives of the department, school/division, or University. Contributions must be

visible, measurable, and universally acknowledged by colleagues and school/division and/or University administrators.

- b. Collaboration/Creativity - The employee has identified **and** implemented creative and innovative ideas or solutions that increase efficiency or effective use of university resources, the effects of which must be apparent at the school/division or University level and must be visible, measurable, and universally acknowledged by colleagues and school/division and/or University administrators.
- c. Commitment - The employee delivered outstanding results in the areas of teaching, research, and/or service and demonstrates an exemplary work ethic to meet departmental, school/division, or University goals, the results of which must be visible, measurable, and universally acknowledged by colleagues and school/division and/or University administrators.

i. Bonus Amount and Payment:

- i. Performance bonus compensation awarded in a single fiscal year may not exceed either 20 percent of the employee's current base salary or \$50,000.
- ii. A performance bonus should be made as close to the prior year's performance appraisal cycle as reasonably possible.
- iii. A performance bonus may be paid in one lump sum or in installments over the fiscal year in which it was awarded.
- iv. Performance bonuses are subject to retirement contributions to either the Teachers' and State Employees' Retirement System or the UNC Optional Retirement Program.
- v. If the employee leaves the position in which the performance bonus was earned prior to the full bonus being disbursed, then the employee will receive the remainder of the performance bonus at the time of separation from the position.

Deferred Compensation

1. Deferred Compensation for Tier I Senior Academic and Administrative Officers Other than the Chancellor

Tier I Senior Academic and Administrative Officers (SAAOs) are eligible pursuant to Section 300.2.14.1[R] of the UNC Policy Manual for deferred compensation in the form of annual contributions to a qualified executive retirement plan administered by the UNC System Office, on recommendation of the Chancellor with the approval of the Board of Trustees. Approval to participate in the qualified executive retirement plan does not automatically constitute approval to receive contributions to the plan. To receive contributions to the plan, the

Chancellor must annually recommend any such contribution for approval by the Board of Trustees.

a. Notification to UNC System Office

For each Tier I SAAO employee approved by the Board of Trustees to participate in the retirement plan, the University will provide written notification to the UNC System Office that includes the following:

- i. The source(s) of funds from which the contributions will be made and the amount of the proposed contribution(s) as a percentage of the eligible employee's base salary;
- ii. Whether the contribution(s) will be ongoing until appointment end or will expire in a specified period; and
- iii. The vesting period that will apply to all contributions made to the eligible employee's qualified executive retirement plan account.

b. Permissible Contribution Amount

Contributions to any individual employee participating in the qualified executive retirement plan must occur once annually and may not exceed ten percent (10%) of the employee's current base salary in effect at the time the contribution is made by the UNC System Office.

c. Entitlement to Contributions

No employee, position, or group of positions is entitled to contributions to the qualified executive retirement plan. All such contributions are voluntary on the part of the University and may be suspended or discontinued at any time and for any reason by the UNC Board of Governors, the Board of Trustees, or the president. Further, contributions are subject to availability of institutional funds, and no contribution will be made if an employee has received notice of an end of appointment and/or is no longer currently actively employed by the University regardless of prior approvals or written commitments of same.

d. Source of Funds

Contributions may be made with any source of funds, including state or non-state appropriations if the funding source permits an expenditure for this purpose.

e. Vesting Period

The University must identify and communicate to the employee at the time of the initial contribution a specified vesting period, which may be immediate but may not exceed five (5) years.

f. Administrative Procedures

Contributions under this Policy may only be made to the applicable qualified executive retirement plan administered by the UNC System Office using forms and procedures established by the Plan Administrator, who will provide these forms and procedures to the University's chief human resources officer upon request.

2. Other Deferred Compensation Plans

- a. The State of North Carolina and UNC-Chapel Hill offer employees certain deferred compensation benefits, including voluntary (employee-paid) 457, 403(b), and 401(k) options. Employer contributions to these plans by UNC-Chapel Hill or its affiliated entities are not permitted under UNC policy for employees covered by this Policy.
- b. This Policy does not prohibit regular employer contributions to the State of North Carolina Teachers and State Employee's Retirement System (TSERS) or the University of North Carolina Optional Retirement Program (ORP) as provided by State law or UNC policy.
- c. UNC-Chapel Hill or its associated entities may not provide any other employer-paid, entity-paid, or privately paid options for deferred compensation to any employee covered by this Policy unless expressly outlined in this Policy or otherwise approved by the Board of Governors.

Exceptions

1. Exclusions from the Definition of Non-Salary Compensation

- a. Non-salary compensation does not include:
 - i. Base salary.
 - ii. Salary supplements for additional temporary, acting, or interim responsibilities.
 - iii. Lump sum payments for additional duties disbursed promptly upon completion of the work assignment.
 - iv. Stipends associated with named or endowed professorships.
 - v. Compensation to correct a payroll error that is promptly disbursed upon discovery.
 - vi. One-time payment for awards related to recognition programs established and approved by the Chancellor, the Executive Vice Chancellor and Provost, or by the Vice Chancellor for Human Resources or his/her designee and included in the published Office of Human Resources Awards Registry.

- b. Items that are required by the University for the express purpose of conducting University business are also not considered "non-salary compensation" and thus are excluded from this Policy. Examples include:
 - i. Reimbursement of professional or work-related travel expenses, including mileage reimbursement for business use of a personal vehicle, and allowable per-diem meal expenditures.
 - ii. Payment of required visa-related fees for work authorization of non-resident alien employees.
 - iii. 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.

Definitions

1. Non-Salary Compensation: Non-salary compensation includes, but is not limited to, payment of moving expenses, provision of a motor vehicle or motor vehicle allowance, provision of housing or housing allowance, club memberships, or any other special benefit of monetary value provided to employees for job-related reasons.
2. Deferred or Delayed Compensation: "Deferred" or "delayed" salary or compensation is defined as but not limited to:
 - a. Any payment or contribution by UNC-Chapel Hill or one of its associated entities, whether paid directly to the employee, to the employee's account or plan, or to a person acting in a capacity similar to a trustee for the employee, and which is paid later than the regular or next subsequent payment cycle.
 - b. Traditional 457 deferred compensation plans, retirement plans or accounts, annuities, and life insurance that accumulate cash value. This definition includes both tax-qualified and non-qualified plans, and any other similar form of payment, whether tax-sheltered or not.
 - c.
3. Domicile is defined as a person's fixed, permanent, and principal home for legal purposes.
4. Special Initiative: a defined project with specific goals, an expected beginning and end, and dedicated staff who spend a substantial amount of their time on that project.

Related Requirements

External Regulations and Consequences

- [UNC System Policy 300.2.14 - Policy on Non-Salary and Deferred Compensation](#)
- [UNC System Policy 300.2.14.1\[R\] - Regulation for Deferred Compensation for Tier I Senior Academic and Administrative Officers Other than Chancellors or the President](#)
- [UNC System Policy 1100.3 - Head Coaches' and Athletic Directors' Contracts](#)
- [Office of State Budget and Management: Budget Manual Section 6.8 - Conditions and Limitations on Moving and Relocation Expenditures](#)

- [Office of State Budget and Management: Budget Manual Section 6.9 - Procedure for Moving and Payment](#)

University Policies, Standards, and Procedures

- [Finance Policy 1270 - Policy on Employee Relocation Compensation](#)
- [Finance Procedure 1270.1 - Procedure for Employee Relocation Compensation](#)

Contact Information

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Chapel Hill, NC 2759



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Undergraduate Student Registration Updates – Fall 2023

Board of Trustees – University Affairs Committee September 27, 2023

Rachelle Feldman, Vice Provost of Enrollment

Kate Henz, Senior Associate Dean and Interim Vice Provost

AGENDA

- Fall 2023 Undergraduate Enrollments
- Completed Projects to Improve Undergraduate Registration and Enrollment
- New Ideas in Action Curriculum and Course Demand Updates and Challenges
- Next Steps: Upcoming Project on Student Onboarding and other plans for improving the student experience
- Questions and Provost Updates

Undergraduate Student Enrollment 2023 v 2022

	2022	2023	1-Year Change (2022 to 2023)		2022 Average credit hours per student	2023 Average credit hours per student
Undergraduate headcount	19,697	20,562	865	4%		
Undergraduate credit hours	273,965	286,988	13,023	5%	13.9	14.0

New Student Registration First Day of Class 2022 compared to 2023

Credit Range	# of students 2022	# of students 2023	1-year change in # of students 22-23	% of students 2022	% of students 2023	1-year change in % of students
15+	2455	3167	712	55.6%	67.3%	11.7%
13-14	1582	1299	-283	35.9%	27.6%	-8.3%
12	360	219	-141	8.2%	4.7%	-3.5%
Full time	4397	4685	288	99.7%	99.6%	-0.1%
10-11	12	18	6	0.3%	0.4%	0.1%
9 and below	3	3	0	0.1%	0.0%	0.0%
Total	4412	4706	294	100.0%	100.0%	0.0%

Existing and Completed Projects and Collaborations to Improve Registration and Student Success

- Undergraduate Student Registration Appointment Redesign*
- New Student Seat Reserve Project
- Course Set Up Project*
 - Reserve Seat Capacity*
 - Waitlist Improvements*
- College and Enrollment Collaborative Committee on moving students through the General Education Curriculum (Advisory Group on Student Progress through the IDEAs in Action Curriculum.)
- Classroom space utilization audit and improvements

*Operational Excellence Projects

Snapshot of Registration Changes



Continuing students register in two waves. During Wave 1 students can register for up to 12 credit hours. During Wave 2, student can register for up to 17 credit hours, including 4 waitlisted credit hours. Seats are specifically set aside in certain courses for new students.



Registration appointments are assigned based on **earned credit hours**, which determines the day of the appointment, **and terms in residence**, which determines the time of the appointment with the first slot of each day reserved for honors students.



Registration appointments begin **every 3 hours** at 7:00 a.m., 10:00 a.m., 1:00 p.m., and 4:00 p.m. Monday-Friday. There is **a limited number of students in each appointment**. Once a registration appointment begins, students have until the end of the wave to register.



Registration takes **four weeks total, with two weeks for each wave**. Note that credit hour ranges determining the day of registration are subject to change from semester to semester. Waves are followed by open registration which is paused in the summer for four waves of new student registration and then open registration.

Reserve Capacity Changes for Spring 2023

Update student pages to clearly show students if a course is available to them and why

New “Only Reserved Seats Available” icon

Added reserved seat info to Class Details

Consistent naming convention

Plain language error messages

For **NEW** students, the first-year seat reserve process (NSSR) releases set aside spots **evenly across the four first-year student registration waves** in July and early August, to ensure that students in every registration wave have access to the same number of seats per class. Seats are set aside for general education requirements and by department request.

Waitlist Project Scope:

In Scope

- Undergraduate & graduate waitlist info in Connect Carolina
- Solution implementation in Connect Carolina
- Waitlist documentation and training for Student Service Managers (SSMs)
- Communication around waitlists
- Establishment of strategy and best-practices
- Development of an assessment and evaluation plan allowing deans and faculty to accurately monitor course demand.

Out of Scope

- Reserve Capacities (Previous Phase of Project)
- Student Registration Model (Previous Project)
- Fixing Course Demand Broadly
- Removing Access to Quick Enroll for SSMs

Waitlist Project Outcomes:

Implementation by September 1, 2023
(For Spring 2024 Registration)

New Guidelines:

1. Waitlist hours will be separated from enrolled hours
2. Waitlists will be set at unlimited seats (999) in ConnectCarolina
3. Waitlists will be automatically turned on in ConnectCarolina
4. All students will be able to waitlist 12 credit hours during fall/spring semesters and 8 credit hours over the summer
5. Purge date will not change but the waitlist addition end date will be moved to the day before the add deadline (4 days into the semester)

Other ConnectCarolina Changes:

1. Email Waitlist Enrollment Outcomes to Students
2. “Swap to Waitlist”
3. Data Collection and Analysis Plan (Standardized Reports)
4. Waitlist Informational Tile in ConnectCarolina



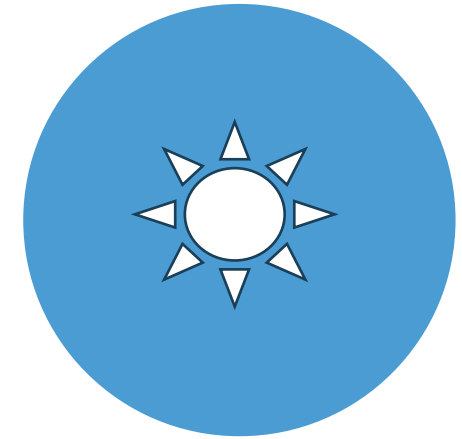
Other Recent Improvements:



REVIEW OF SPACE USAGE AND NEW MEMO FROM PROVOST TO DEANS REQUIRING EXCEPTIONS FROM STANDARD MEETING PATTERN AND OPTIMIZE SPACE USAGE OVER TIME. INCREASE CENTRAL INSIGHT INTO SPACE



RECOMMENDATIONS TO APPROPRIATELY INCREASE SOME CLASS SIZES AND ALLOW HYBRID OPTIONS FOR CERTAIN GENERAL EDUCATION COURSES. ONGOING COLLABORATION AND REVIEW



INCREASING TARGETED SUMMER OFFERINGS OF POPULAR CLASSES NEEDED FOR DEGREE COMPLETION. EXPLORE CREATING DESIRABLE SUMMER EXPERIENCES TO SPREAD DEMAND.

Continuing Challenges and Improvements in the Works

New curriculum created uncertainty around course demand.

Data showed there were plenty of seats for students, but the offerings did not match demand.

College monitors available seats and full courses throughout the summer especially for high demand courses and adds sections as possible.

Longer implementation of the waitlist and experience with curriculum will help us predict demand better through data collection and analysis.



Outreach to students indicated confusion over the registration process and lack of preparation.

Shortened time frame for first-year and transfer students and time gap between orientation and registration added to confusion.

CONTINUOUS IMPROVEMENTS

Where do we go from here?



**Operational Excellence
Project on Onboarding:**
Collaboration with Enrollment,
College of Arts and Sciences and
Student Affairs to improve new
student experience.



**Needed investment in
technology:**

- Central funding of student chatbot.
- Highpoint software for schedule planning, course forecasting and optimized mobile experience.
- Case management approach.



**Advisory Group on Student
Progress through the
IDEAs in Action
Curriculum:** Collaboration
with College of Arts and
Sciences and Enrollment to
improve student experience,
outcomes, and graduation rates
and optimize course offerings.

Thank you!
Questions?



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