



AGENDA

OPEN SESSION

ACTION ITEMS

1. **Approval of the Minutes of November 8, 2023**
Perrin Jones, Chair
2. **Approval of Revised Faculty Salary Ranges**
Becci Menghini, Vice Chancellor for Human Resources & Equal Opportunity and Compliance
 - *College of Arts and Sciences*
 - *School of Dentistry*
 - *School of Social Work*
 - *UNC Institute for the Environment (IE)*
3. **Institutional Faculty Workload Policy**
Giselle Corbie, Senior Vice Provost for Faculty Affairs and Kenan Distinguished Professor, UNC School of Medicine

INFORMATION ITEMS

1. **Office of Faculty Affairs Update**
Giselle Corbie, Senior Vice Provost for Faculty Affairs and Kenan Distinguished Professor, UNC School of Medicine
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

November 8, 2023

Committee Chair Perrin Jones called the meeting to order at 1:33 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 Perrin Jones
Vice Chair Jennifer Halsey Evans
Patrick Ballantine
David L. Boliek Jr.
Rob Bryan
Christopher Everett
Vinay Patel
John Preyer
Malcolm K. Turner

OPEN SESSION

After brief introductory remarks by Chair Jones, the following items were presented to the committee for action.

Approval of the Minutes of September 27, 2023

The Committee reviewed and approved the open session minutes of September 27, 2023. Committee Chair Jones noted that without objection the item approved would be added to the Consent Agenda for the Full Board meeting.

Approval of Revised Faculty Salary Ranges – Eschelman School of Pharmacy and UNC School of Nursing

Dr. Becci Menghini, Vice Chancellor for Human Resources & Equal Opportunity and Compliance, presented revised faculty salary ranges for the Eshelman School of Pharmacy and UNC School of Nursing. Questions were entertained.

Trustee Everett moved to approve the new ranges. The motion was duly seconded and carried.

The following items were presented for information only:

Office of Faculty Governance Update

Beth Moracco, Chair of the Faculty, provided an update to the committee on behalf of the faculty, including highlights of the Tar Heel Bus Tour.

Employee Forum Update

Katie Musgrove, Chair, provided an update to the committee on behalf of the UNC-Chapel Hill employee forum, including highlights of the 2022-23 Employee Forum Annual Report. Questions were entertained.

**UNC-Chapel Hill Board of Trustees
University Affairs Committee
Minutes – November 8, 2023**

School of Civic Life and Leadership Update (SCiLL)

Provost Chris Clemens and Dean of the College of Arts and Sciences Jim White provided a brief update on SCiLL. Dean White introduced Professor Sarah Truel, Interim Director and Dean of School of Civic Life and Leadership to present an update on the SCiLL faculty.

MOTION TO CONVENE IN CLOSED SESSION

On motion of Trustee Evans and seconded by Trustee Patel, 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 Jones adjourned the meeting at 2:31 p.m.

AGENDA ITEM

Action Item 2

Approval of Revised Faculty Salary Ranges – UNC College of Arts and 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: To become and remain competitive in recruiting top talent, the College is moving from a divisional set of faculty ranges to a departmental set of faculty ranges, based on continued growth, as well as changes in the market data. In some divisions, there are departments whose market data is very different from the rest of the division, so these areas ended up typically well below market. For example, Economics and Sociology are in the same division, but have very different market data, so Economics has historically been reduced to using market data that is much lower to allow their salaries to fit within a range for the entire division. This new adjustment matches how they've structured their tenure-track / tenured ranges. One note, the 9m Professor of the Practice faculty are still structured by division, as that's still the best structure for this group. The College has also separated fixed-term research faculty, as the salaries can vary widely based on grant funding, which would result in research faculty falling below the minimum of the ranges.

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

In developing the 2024 Fixed Term faculty salary ranges in the College, it is our philosophy to target the lowest average salary of the 2023 AAUDE salary survey by discipline for the Assistant Professor rank as the minimum salary and increase that figure by 20% for Associate Professors and another 20% for Professors. For permanent fixed term faculty in the College, it is our philosophy to target \$52,000 (\$8,667 per course/six courses per year); Reseach faculty salaries are determined by the approved personnel budgets by granting agencies; Professor of the Practice faculty in the College are not required to teach and it is our philosophy to target the minimum actual salary being offered by the Division.

| *Fixed Term (Perm) | | AAUDE MIN | | | SO Range | | | 20% | | | SO Range | | | %Spread | | |
|---|---------------------------|------------------|------------|------------------|-------------------|------------|-------------------|-----------|------------|------------|--------------|---------------|------|---------|--|--|
| Dept # | Department Name | Asst Prof Min | Midpoint | Asst Prof Max | Assoc Prof Min | Midpoint | Assoc Prof Max | Prof Min | Midpoint | Prof Max | Asst Prof | Assoc Prof | Prof | | | |
| Fine Arts & Humanities | | | | | | | | | | | | | | | | |
| 310100 | Art and Art History | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 310200 | Dramatic Art | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 310300 | Music | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311100 | American Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311300 | Classics | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 312500 | Civic Life and Leadership | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311400 | Communication | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311500 | English & Comp Lit | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311600 | Germanic & Slavic | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311601 | Jewish Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311800 | Linguistics | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 311900 | Philosophy | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 312000 | Religious Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 312100 | Romance Languages | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| 312300 | Women's Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% | | | |
| Natural Sciences & Mathematics | | | | | | | | | | | | | | | | |
| 318100 | Applied Physical Sciences | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 318200 | Biology | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 318300 | Chemistry | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 318400 | Computer Science | \$ 80,000 | \$ 115,200 | \$ 150,400 | \$ 83,000 | \$ 131,970 | \$ 180,940 | \$ 89,000 | \$ 155,750 | \$ 222,500 | 88% | 118% | 150% | | | |
| 318500 | E3P | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 318600 | Exercise & Sport Sci | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 31800 | EMES | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 318900 | Mathematics | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 319000 | Physics & Astronomy | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 319100 | Psychology & Neurosci | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |
| 319200 | Stats & OR | \$ 80,000 | \$ 115,200 | \$ 150,400 | \$ 83,000 | \$ 131,970 | \$ 180,940 | \$ 89,000 | \$ 155,750 | \$ 222,500 | 88% | 118% | 150% | | | |
| 319300 | BME - UG | \$ 65,000 | \$ 93,600 | \$ 122,200 | \$ 68,000 | \$ 108,120 | \$ 148,240 | \$ 74,000 | \$ 129,500 | \$ 185,000 | 88% | 118% | 150% | | | |

| Social Sciences & Global Programs | | | | | | | | | | | | | |
|--|--------------------------|-----------|------------|------------|-----------|------------|------------|-----------|------------|------------|-----|------|------|
| 313500 | Global Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315100 | Aerospace Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315200 | AAAD | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315300 | Anthropology | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315400 | Archaeology | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315500 | Asian Studies | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315600 | City & Regional Planning | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315700 | Economics | \$ 80,000 | \$ 115,200 | \$ 150,400 | \$ 83,000 | \$ 131,970 | \$ 180,940 | \$ 89,000 | \$ 155,750 | \$ 222,500 | 88% | 118% | 150% |
| 315701 | Entrepreneurship | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315800 | Geography | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 315900 | History | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 316000 | Military Sciences | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 316100 | Naval Sciences | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 316200 | PWAD | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 316300 | Political Science | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 316400 | Public Policy | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |
| 316500 | Sociology | \$ 52,000 | \$ 74,880 | \$ 97,760 | \$ 55,000 | \$ 87,450 | \$ 119,900 | \$ 61,000 | \$ 106,750 | \$ 152,500 | 88% | 118% | 150% |

Research Fixed Term

| Division | Asst Prof N | Midpoint | Asst Prof N | Assoc Prof | Midpoint | Assoc Prof | Prof Min | Midpoint | Prof Max | Asst | Assoc P | Prof |
|-----------------------------|-------------|-----------|-------------|------------|------------|------------|-----------|------------|------------|------|---------|------|
| Fine Arts & Humanities | \$ 45,000 | \$ 64,800 | \$ 84,600 | \$ 48,000 | \$ 76,320 | \$ 104,640 | \$ 54,000 | \$ 94,500 | \$ 135,000 | 88% | 118% | 150% |
| Natural Sciences & Mathem. | \$ 60,000 | \$ 86,400 | \$ 112,800 | \$ 63,000 | \$ 100,170 | \$ 137,340 | \$ 69,000 | \$ 120,750 | \$ 172,500 | 88% | 118% | 150% |
| Social Sciences & Global Pr | \$ 55,000 | \$ 79,200 | \$ 103,400 | \$ 58,000 | \$ 92,220 | \$ 126,440 | \$ 64,000 | \$ 112,000 | \$ 160,000 | 88% | 118% | 150% |

Professor of the Practice - 9 month

| All Divisions | Min | Midpoint | Max |
|--------------------------|-----------|------------|------------|
| Fine Arts & Humanities | \$ 72,000 | \$ 103,680 | \$ 135,360 |
| Natural Sciences & Math | \$ 90,000 | \$ 129,600 | \$ 169,200 |
| Social Sci & Global Prgm | \$ 72,000 | \$ 103,680 | \$ 135,360 |
| Public Policy | \$ 90,000 | \$ 129,600 | \$ 169,200 |
| Entrepreneurship | \$ 90,000 | \$ 129,600 | \$ 169,200 |

CAS current fixed term ranges.

Due to continued growth, as well as changes in the market data, CAS decided to create ranges departmentally for their fixed term faculty, rather than divisionally. In some divisions, there are departments whose market data is very different from the rest of the division, so these areas ended up typically well below market. This matches how they've structured their TT/T ranges. They've also separated fixed term Research faculty, as the salaries can vary widely based on grant funding. The 9m Professor of the Practice faculty are still structured by division, as that's still the best structure for this group. They are currently working on ranges for their part time temporary faculty and will present those for approval when they are finished.

| Division | Asst Prof Min | Midpoint | Asst Prof Max | Assoc Prof Min | Midpoint | Assoc Prof Max | Prof Min | Midpoint | Prof Max |
|--------------------------|---------------|-----------|---------------|----------------|-----------|----------------|-----------|------------|------------|
| Fine Arts & Humanities | \$ 44,650 | \$ 64,296 | \$ 83,942 | \$ 46,000 | \$ 73,140 | \$ 100,280 | \$ 58,000 | \$ 101,500 | \$ 145,000 |
| Natural Sciences & Math | \$ 50,000 | \$ 72,000 | \$ 94,000 | \$ 56,000 | \$ 89,040 | \$ 122,080 | \$ 73,000 | \$ 127,750 | \$ 182,500 |
| Social Sci & Global Prgm | \$ 49,000 | \$ 70,560 | \$ 92,120 | \$ 53,000 | \$ 84,270 | \$ 115,540 | \$ 62,000 | \$ 108,500 | \$ 155,000 |

AGENDA ITEM

Action Item 2

Approval of Revised Faculty Salary Ranges – UNC Adams School of Dentistry

Situation: The Committee has for its approval new faculty salary ranges for the Adams School of Dentistry.

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 School of Dentistry's initial ranges were based on an organizational structure with 9 departments. In 2018, the School restructured and moved to 5 divisions with multiple departments within the divisions. This required the salary ranges to be restructured to match their new divisional structure. Due to a misunderstanding of the requirement to update their ranges, as well as leadership turnover, the salary range restructure was delayed. With new leadership in place, they are now working to align the ranges to the appropriate divisions, which will assist in remaining competitive in recruiting and retaining the most talented faculty.

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

School of Dentistry Faculty Salary Ranges July 2023

The School of Dentistry has chosen to use the 80th percentile of the ADEA median separated by specialties, with the exception of the midpoint for Oral Surgery, which was calculated by using the 90th percentile of the ADEA median. Any specialty that did not have a median listed for the instructor level was calculated by deducting 15% from the Assistant Professor midpoint. For the department of Orthodontics, an adjunct range was created to accommodate all of the adjunct faculty, regardless of rank, with a midpoint derived from the Oral/Max Surgery Instructor midpoint of \$101,332 reduced by approximately 30% based on duties/responsibilities in position. For the departments of Pediatric Dentistry, Periodontics, Endodontics, Prosthodontics, Generalists/Operative & Restorative, and Dental Hygiene, an adjunct range was created to accommodate all of the adjunct faculty, regardless of rank, with a midpoint calculated by deducting 15% from the Assistant Professor midpoint. An additional 5% was added to all midpoints to accommodate for the 2023 ARP.

Diagnostic Sciences/43350 (Oral Pathology, Oral Radiology, Oral Microbiology, Orofacial Pain/Oral Slee

| Oral Pathology/433510 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|-----------------------|------------|-----------------|------------|------------------------------------|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 132,594 | \$ 232,040 | \$ 331,486 | 150% | 150% |
| Associate Professor | \$ 119,687 | \$ 191,499 | \$ 263,311 | 120% | 120% |
| Assistant Professor | \$ 98,809 | \$ 148,213 | \$ 197,617 | 100% | 100% |

| Oral Radiology/433520 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|-----------------------|------------|-----------------|------------|------------------------------------|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 111,886 | \$ 195,801 | \$ 279,716 | 150% | 150% |
| Associate Professor | \$ 105,266 | \$ 168,425 | \$ 231,584 | 120% | 120% |
| Assistant Professor | \$ 110,058 | \$ 165,087 | \$ 220,116 | 100% | 100% |

| Oral Microbiology/433550 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 111,886 | \$ 195,801 | \$ 279,716 | 150% | 150% |
| Associate Professor | \$ 105,266 | \$ 168,425 | \$ 231,584 | 120% | 120% |
| Assistant Professor | \$ 110,058 | \$ 165,087 | \$ 220,116 | 100% | 100% |

| Orofacial Pain/433530 Sleep/433540 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 111,886 | \$ 195,801 | \$ 279,716 | 150% | 150% |
| Associate Professor | \$ 105,266 | \$ 168,425 | \$ 231,584 | 120% | 120% |
| Assistant Professor | \$ 110,058 | \$ 165,087 | \$ 220,116 | 100% | 100% |

Craniofacial & Surgical Care/43400 (Oral/Maxillofacial Surgery, Orthodontics, Oral Medicine, Geriatrics/Special Care, Craniofacial C

| Oral and Maxillofacial Surgery/434200 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|--|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 207,430 | \$ 363,002 | \$ 518,574 | 150% | 150% |
| Associate Professor | \$ 189,449 | \$ 303,118 | \$ 416,787 | 120% | 120% |
| Assistant Professor | \$ 189,159 | \$ 283,739 | \$ 378,319 | 100% | 100% |
| Instructor | \$ 75,999 | \$ 106,399 | \$ 136,799 | 80% | 80% |

| Orthodontics/434500 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 115,307 | \$ 201,788 | \$ 288,269 | 150% | 150% |
| Associate Professor | \$ 121,171 | \$ 193,874 | \$ 266,577 | 120% | 120% |
| Assistant Professor | \$ 113,096 | \$ 169,644 | \$ 226,192 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 52,500 | \$ 73,500 | \$ 94,500 | 80% | 80% |

| Oral Med/434100 Geriatrics & Special Care/434400 Craniofacial Center/434300 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|--|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 115,307 | \$ 201,788 | \$ 288,269 | 150% | 150% |
| Associate Professor | \$ 121,171 | \$ 193,874 | \$ 266,577 | 120% | 120% |
| Assistant Professor | \$ 113,096 | \$ 169,644 | \$ 226,192 | 100% | 100% |

Pediatrics/43500(Pediatrics, Public Health)

| Pediatric Dentistry/435100 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|-----------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 126,158 | \$ 220,777 | \$ 315,396 | 150% | 150% |
| Associate Professor | \$ 119,671 | \$ 191,474 | \$ 263,276 | 120% | 120% |
| Assistant Professor | \$ 112,176 | \$ 168,264 | \$ 224,351 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 82,937 | \$ 116,112 | \$ 149,287 | 80% | 80% |

| Public Health/435200 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|-----------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 140,714 | \$ 246,250 | \$ 351,786 | 150% | 150% |
| Associate Professor | \$ 97,584 | \$ 156,134 | \$ 214,684 | 120% | 120% |
| Assistant Professor | \$ 88,680 | \$ 133,019 | \$ 177,359 | 100% | 100% |

Comprehensive Oral Health/436500(Periodontics, Endodontics, Prosthodontics, Generalists & Operative/Restorative, Dental Hygiene) & **Craniofacial Health Sciences (Research) 437600**

| Periodontics/436530 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 111,339 | \$ 194,843 | \$ 278,347 | 150% | 150% |
| Associate Professor | \$ 95,408 | \$ 152,652 | \$ 209,897 | 120% | 120% |
| Assistant Professor | \$ 91,061 | \$ 136,592 | \$ 182,123 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 82,937 | \$ 116,112 | \$ 149,287 | 80% | 80% |

| Endodontics/436510 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 116,806 | \$ 204,410 | \$ 292,014 | 150% | 150% |
| Associate Professor | \$ 98,889 | \$ 158,222 | \$ 217,555 | 120% | 120% |
| Assistant Professor | \$ 100,343 | \$ 150,515 | \$ 200,687 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 82,937 | \$ 116,112 | \$ 149,287 | 80% | 80% |

| Prosthodontics/436540 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 111,496 | \$ 195,118 | \$ 278,740 | 150% | 150% |
| Associate Professor | \$ 98,249 | \$ 157,198 | \$ 216,147 | 120% | 120% |
| Assistant Professor | \$ 90,747 | \$ 136,120 | \$ 181,493 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 82,937 | \$ 116,112 | \$ 149,287 | 80% | 80% |

| General/Generalists 436560, Operative & Restorative 436520 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 87,709 | \$ 153,490 | \$ 219,271 | 150% | 150% |
| Associate Professor | \$ 94,424 | \$ 151,078 | \$ 207,732 | 120% | 120% |
| Assistant Professor | \$ 86,732 | \$ 130,098 | \$ 173,464 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 82,937 | \$ 116,112 | \$ 149,287 | 80% | 80% |

| Dental Hygiene/436550 | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---------------------------------|----------------|------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 54,000 | \$ 94,500 | \$ 135,000 | 150% | 150% |
| Associate Professor | \$ 52,500 | \$ 84,000 | \$ 115,500 | 120% | 120% |
| Assistant Professor | \$ 45,500 | \$ 68,250 | \$ 91,000 | 100% | 100% |
| Adjunct Faculty (varying ranks) | \$ 37,500 | \$ 52,500 | \$ 67,500 | 80% | 80% |

| Craniofacial Health Sciences/437600 (research) | | Chosen Midpoint | | Chosen Range Spread (not < 60%) | System Office Range Spread |
|---|----------------|----------------------------|----------------|---|---------------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 108,487 | \$ 189,853 | \$ 271,219 | 150% | 150% |
| Associate Professor | \$ 95,466 | \$ 152,745 | \$ 210,024 | 120% | 120% |
| Assistant Professor | \$ 81,396 | \$ 122,094 | \$ 162,792 | 100% | 100% |

SOD 2019 Faculty Salary Ranges

| | | | | | |
|--|-------------------------|--|-------------------------|--|--------------------------------|
| What is the Department reference appt? Allied Dental Education | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 50,309 | \$ 88,040 | \$ 125,771 | 150% | 150% |
| Associate Professor | \$ 53,644 | \$ 85,830 | \$ 118,016 | 120% | 118% |
| Assistant Professor | \$ 52,619 | \$ 78,928 | \$ 105,237 | 100% | 88% |
| Instructor | \$ 47,920 | \$ 67,088 | \$ 86,256 | 80% | 80% |
| What is the Department reference appt? Endodontics | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 111,243 | \$ 194,676 | \$ 278,109 | 150% | 150% |
| Associate Professor | \$ 94,180 | \$ 150,688 | \$ 207,196 | 120% | 118% |
| Assistant Professor | \$ 95,565 | \$ 143,348 | \$ 191,131 | 100% | 88% |
| Instructor | \$ 86,776 | \$ 121,486 | \$ 156,196 | 80% | 80% |
| What is the Department reference appt? Oral Maxillofacial Pathology | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 106,558 | \$ 186,477 | \$ 266,396 | 150% | 150% |
| Associate Professor | \$ 100,253 | \$ 160,405 | \$ 220,557 | 120% | 118% |
| Assistant Professor | \$ 104,817 | \$ 157,226 | \$ 209,635 | 100% | 88% |
| Instructor | \$ 95,459 | \$ 133,642 | \$ 171,825 | 80% | 80% |

| | | | | | |
|--|-------------------------|--|-------------------------|--|--------------------------------|
| What is the Department reference appt? Oral and Maxillofacial Radiology | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 89,722 | \$ 157,014 | \$ 224,306 | 150% | 150% |
| Associate Professor | \$ 88,050 | \$ 140,880 | \$ 193,710 | 120% | 118% |
| Assistant Professor | \$ 80,000 | \$ 120,000 | \$ 160,000 | 100% | 88% |
| Instructor | \$ 72,857 | \$ 102,000 | \$ 131,143 | 80% | 80% |
| What is the Department reference appt? Oral and Maxillofacial Surgery | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 140,031 | \$ 245,054 | \$ 350,077 | 150% | 150% |
| Associate Professor | \$ 118,058 | \$ 188,892 | \$ 259,727 | 120% | 118% |
| Assistant Professor | \$ 118,327 | \$ 177,491 | \$ 236,655 | 100% | 88% |
| Instructor | \$ 72,380 | \$ 101,332 | \$ 130,284 | 80% | 80% |
| What is the Department reference appt? Orthodontics | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 112,407 | \$ 196,713 | \$ 281,019 | 150% | 150% |
| Associate Professor | \$ 106,909 | \$ 171,055 | \$ 235,201 | 120% | 118% |
| Assistant Professor | \$ 98,513 | \$ 147,770 | \$ 197,027 | 100% | 88% |
| Instructor | \$ 89,717 | \$ 125,604 | \$ 161,491 | 80% | 80% |

| | | | | | |
|---|-------------------------|--|-------------------------|--|--------------------------------|
| What is the Department reference appt? Periodontics | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 106,037 | \$ 185,564 | \$ 265,091 | 150% | 150% |
| Associate Professor | \$ 90,864 | \$ 145,383 | \$ 199,902 | 120% | 118% |
| Assistant Professor | \$ 86,725 | \$ 130,088 | \$ 173,451 | 100% | 88% |
| Instructor | \$ 78,981 | \$ 110,574 | \$ 142,167 | 80% | 80% |
| What is the Department reference appt? Prosthodontics | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 106,187 | \$ 185,827 | \$ 265,467 | 150% | 150% |
| Associate Professor | \$ 93,570 | \$ 149,712 | \$ 205,854 | 120% | 118% |
| Assistant Professor | \$ 86,425 | \$ 129,638 | \$ 172,851 | 100% | 88% |
| Instructor | \$ 78,709 | \$ 110,192 | \$ 141,675 | 80% | 80% |
| What is the Department reference appt? Operative and Restorative | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 83,532 | \$ 146,181 | \$ 208,830 | 150% | 150% |
| Associate Professor | \$ 89,928 | \$ 143,884 | \$ 197,841 | 120% | 118% |
| Assistant Professor | \$ 82,602 | \$ 123,903 | \$ 165,204 | 100% | 88% |
| Instructor | \$ 79,249 | \$ 110,948 | \$ 142,647 | 80% | 80% |

| What is the Department reference appt? Pediatrics | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
|--|-------------------------|---|-------------------------|---|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 116,586 | \$ 204,025 | \$ 291,464 | 150% | 150% |
| Associate Professor | \$ 97,671 | \$ 156,273 | \$ 214,875 | 120% | 118% |
| Assistant Professor | \$ 92,000 | \$ 138,000 | \$ 184,000 | 100% | 88% |
| Instructor | \$ 50,495 | \$ 70,693 | \$ 90,891 | 80% | 80% |
| What is the Department reference appt? Oral Craniofacial Health Sciences | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 103,321 | \$ 180,812 | \$ 258,303 | 150% | 150% |
| Associate Professor | \$ 90,919 | \$ 145,471 | \$ 200,023 | 120% | 118% |
| Assistant Professor | \$ 77,520 | \$ 116,280 | \$ 155,040 | 100% | 88% |
| Instructor | \$ 57,228 | \$ 80,119 | \$ 103,010 | 80% | 80% |

The School of Dentistry has chosen to use the 80th percentile of the ADEA median separated by specialties. The midpoint for Oral Surgery was calculated by using the 90th percentile of the ADEA median. Any specialty that did not have a median listed for the instructor level calculated by deducting 15% from the Assistant Professor reference point. There are outliers above the max range in various specialties. We do not wish to adjust our ranges to include any outliers outside the maximum range as the current ranges are reflective of the profession. Any outliers below the range will be adjusted accordingly.

AGENDA ITEM

Action Item 2

Approval of Revised Faculty Salary Ranges – UNC School of Social Work

- Situation:** The Committee has for its approval new faculty salary ranges for the School of Social Work.
- 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 School of Social Work is updating their current faculty salary ranges to separate fixed term faculty and tenure-track / tenured faculty. This is necessary due to changes in market data that indicate a need to differentiate pay between fixed-term faculty and tenure-track / tenured faculty. This will allow the school to remain competitive in recruiting and retaining the most talented faculty in the field.
- Action:** This item requires approval by the Board of Trustees.

School of Social Work Tenure-Track/Tenured Faculty Ranges

The School of Social Work is updating their current faculty salary ranges to separate fixed term faculty and TT/T faculty; this is necessary due to changes in the market and to remain competitive in recruiting the highest talented faculty. In the past, they've used CUPA metrics, but this year, the school used the AAUDE's mean (average) benchmarks as their targeted midpoint for their Assistant Professor, Associate Professor, and Professor (includes Distinguished Professors) ranks as they allowed for a more robust set of ranges.

| Department reference appt? | | Department reference point? | | Range Spread? (Not Less than below) | |
|----------------------------|------------|-----------------------------|------------|-------------------------------------|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 130,221 | \$ 227,887 | \$ 325,553 | 150% | 150% |
| Associate Professor | \$ 90,516 | \$ 143,920 | \$ 197,324 | 118% | 118% |
| Assistant Professor | \$ 90,324 | \$ 130,067 | \$ 169,810 | 88% | 88% |

School of Social Work Fixed Term Faculty Ranges

The School of Social Work is updating their current faculty salary ranges to separate fixed term faculty and TT/T faculty; this is necessary due to changes in the market and to remain competitive in recruiting the highest talented faculty. In the past, they've used CUPA metrics, but this year, the school used the AAUDE's mean (average) benchmarks as their targeted midpoint for their Adjuncts, Assistant Professor, Associate Professor, and Professor (includes Distinguished Professors) ranks as they allowed for a more robust set of ranges. For the Assistant Professor range, the AAUDE mean plus an additional 10% was used for the midpoint.

| Department reference appt? | | Department reference point? | | Range Spread? (Not Less than below) | |
|----------------------------|-----------|-----------------------------|------------|-------------------------------------|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 81,607 | \$ 142,812 | \$ 204,017 | 150% | 150% |
| Associate Professor | \$ 62,153 | \$ 98,823 | \$ 135,493 | 118% | 118% |
| Assistant Professor | \$ 63,001 | \$ 94,502 | \$ 126,003 | 100% | 100% |
| Adjunct Faculty | \$ 61,081 | \$ 79,405 | \$ 97,729 | 60% | 60% |

SOSW Current Faculty Salary Ranges, updated 10/2022

| Department reference appt? | | Department reference point? | | Range Spread? (Not Less than 60%) | |
|----------------------------|------------|-----------------------------|------------|-----------------------------------|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 122,657 | \$ 214,650 | \$ 306,643 | 150% | 150% |
| Associate Professor | \$ 62,725 | \$ 99,733 | \$ 136,741 | 118% | 118% |
| Assistant Professor | \$ 59,660 | \$ 85,911 | \$ 112,162 | 88% | 88% |
| Instructor | \$ 57,945 | \$ 75,328 | \$ 92,711 | 60% | 60% |

AGENDA ITEM

Action Item 2

Approval of Revised Faculty Salary Ranges – UNC Institute for the Environment

Situation: The Committee has for its approval new faculty salary ranges for the Institute for the Environment.

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 Institute for the Environment's ranges were last updated in 2020. For research faculty, the midpoint is set at the 90th percentile of the Association of American Universities Data Exchange (AAUDE) salary survey data and for teaching faculty, the midpoint is set at the 80th percentile. These ranges reflect updates based on salary survey data from The Association of American Universities Data Exchange (AAUDE), which is a public service organization whose purpose is to improve the quality and usability of information about higher education. Salary data from CUPA was used for ranges in 2020.

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

UNC Institute for the Environment (IE) Fixed Term Research Faculty Ranges

Physical Science Band - Research

The salary ranges for IE Research Faculty are based on the 90% of the American Association of University Data Exchange (AAUDE) salary survey and our faculty salary ranges have been developed with that target as the mid-point. This initiative addresses market changes and aims to maintain competitiveness in attracting highly skilled faculty. In the past, the school used CUPA metrics for salary benchmarks. However, this year, they have shifted to the median salary figures from the AAUDE . These figures now serve as the targeted midpoints for salary ranges across ranks, Instructors, Assistant Professors, Associate Professors, and Professors. This method offers a more robust and competitive salary framework.

12 Month

| What is the Department reference appt? | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
|--|-------------------------|---|-------------------------|---|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 120,972 | \$ 211,702 | \$ 302,431 | 150% | 150% |
| Associate Professor | \$ 111,241 | \$ 176,873 | \$ 242,506 | 118% | 118% |
| Assistant Professor | \$ 98,431 | \$ 141,741 | \$ 185,051 | 88% | 88% |
| Instructor | \$ 82,968 | \$ 107,858 | \$ 132,748 | 60% | 60% |

9 Month

| What is the Department reference appt? | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
|--|-------------------------|---|-------------------------|---|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 90,729 | \$ 158,776 | \$ 226,823 | 150% | 150% |
| Associate Professor | \$ 83,431 | \$ 132,655 | \$ 181,879 | 118% | 118% |
| Assistant Professor | \$ 73,823 | \$ 106,306 | \$ 138,788 | 88% | 88% |
| Instructor | \$ 62,226 | \$ 80,893 | \$ 99,561 | 60% | 60% |

Current salary ranges for UNC Institute for the Environment (IE) Fixed Term Research Faculty Ranges are based on the 90% of the 2020 CUPA salary survey.

12 Month

| What is the Department reference appt? | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
|--|-------------------------|---|-------------------------|---|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 96,305 | \$ 168,534 | \$ 240,763 | 150% | 150% |
| Associate Professor | \$ 90,077 | \$ 143,222 | \$ 196,367 | 118% | 118% |

| | | | | | |
|---------------------|-----------|------------|------------|-----|-----|
| Assistant Professor | \$ 74,517 | \$ 107,305 | \$ 140,093 | 88% | 88% |
| Instructor | \$ 57,692 | \$ 75,000 | \$ 92,308 | 60% | 60% |

9 Month

| What is the Department reference appt? | DO NOT EDIT THIS COLUMN | What is the Department reference point? | DO NOT EDIT THIS COLUMN | What spread would you like? (Not Less than 60%) | DO NOT EDIT THIS COLUMN |
|--|-------------------------|---|-------------------------|---|--------------------------------|
| Ranks | Minimum | Midpoint | Maximum | Range Spread | Max - Min / Min = Range Spread |
| Professor | \$ 72,229 | \$ 126,401 | \$ 180,573 | 150% | 150% |
| Associate Professor | \$ 67,558 | \$ 107,417 | \$ 147,276 | 118% | 118% |
| Assistant Professor | \$ 55,888 | \$ 80,479 | \$ 105,070 | 88% | 88% |
| Instructor | \$ 57,692 | \$ 75,000 | \$ 92,308 | 60% | 60% |

AGENDA ITEM

Action Item 3

Approval of the University of North Carolina at Chapel Hill Policy on Faculty Workload

Situation: The Committee has for its approval the institutional policy on faculty workload.

Background: UNC System Policy 400.3.4 and its implementing regulation 400.3.4[R] requires each UNC System school to create, publish, and monitor academic unit workload requirements.

Assessment: This policy also intends to comply with UNC System Policy 400.3.4 and its implementing regulation 400.3.4[R]. The UNC System requires each UNC System school to create, publish, and monitor academic unit workload requirements. These requirements must be consistent within each UNC System school and across the UNC System. This institutional policy will be the basis for schools and units to develop faculty workload policies for UNC Chapel Hill that are compliant with the revised system office policy 400.3.4.

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

University Policy

Title

University of North Carolina at Chapel Hill Policy on Faculty Workload.

Introduction

Purpose

This policy at the University of North Carolina at Chapel Hill (“UNC-Chapel Hill” or “University”) has three main goals:

1. To meet the needs of our students and other stakeholders,
2. To facilitate transparency and accountability about our performance to the public, and
3. To establish clear and equitable expectations and guidelines about the distribution of work among faculty members.

Faculty members play a crucial role in teaching, research, and service to the community at UNC-Chapel Hill. The University wants to support faculty using their talents and skills to do their jobs well while respecting academic freedom.

The University recognizes the importance of creating and applying new knowledge to real-world problems. At the same time, the University's primary focus is always on student learning. This policy is intended to be inclusive and thus allow campus units at UNC-Chapel Hill to adapt to new teaching methods in line with the unit and university mission. This includes supporting students outside the classroom through advising, mentoring, and other academic activities.

This policy also intends to comply with UNC System Policy 400.3.4 and its implementing regulation 400.3.4[R]. The UNC System requires each UNC System school to create, publish, and monitor academic unit workload requirements. These requirements must be consistent within each UNC System school and across the UNC System. These policies must include criteria and approval processes for adjustment in workload attendant to other faculty responsibilities.

The UNC System also requires each institution to:

- Use a consistent method for collecting data about academic workloads, and
- Implement an annual faculty performance evaluation policy that measures and rewards all aspects of faculty workload.

Scope

This Policy applies to all faculty at UNC-Chapel Hill, including tenured, tenure-track, and fixed-term faculty. Tenure track faculty members and all faculty members who are appointed for longer than one year and who are full time must have a workload plan. Faculty members who are appointed for one year or less or who are less than full-time may have a workload plan if directed by the institution. Faculty who also serve in administrative roles should have a workload plan.

Policy

Policy Statement

Faculty Workload

Consistent with other major research institutions, the overall workload of UNC-Chapel Hill faculty members typically includes teaching; instruction-related activities such as advising, mentoring, course planning, and course development; research, scholarship, and creative activities; clinical duties (in health affairs); service to the University, the community, and the profession; administration; and related activities required by the individual faculty member's work plan to support the mission of the University.

Each unit should (1) establish an expected threshold tailored to appointment type for teaching, research/creative activity, and service by unit that together constitute the 1.0 FTE in a manner that aligns with the institutional, school, college, and department missions; and (2) identify what distribution of teaching, research/creative activity, and service for each appointment type constitutes an adjustment in the workload.

Faculty Workload Expectations

UNC-Chapel Hill has established teaching workload criteria based on the standard annual faculty teaching load defined in UNC Policy 400.3.4. This standard teaching load for research universities consists of 24 credit hours (or equivalent contact hours) per academic year, along with routinely expected faculty duties such as advising, committee work, and professional development.

UNC Policy 400.3.4 indicates that reductions in the standard annual faculty teaching load are justifiable due to administrative responsibilities, externally funded research, course buyouts, and additional institutional and departmental service obligations.

Teaching overloads may also be justified based on institutional and departmental needs, consistent with UNC Policy 300.2.13 and UNC-Chapel Hill's "Policy on Supplemental Pay for EHRA Employees (Overload and Salary Supplements)." Overload requests must be approved by the Dean and the Office of the Executive Vice Chancellor and Provost and are to be requested only in unusual circumstances or in the case of a critical University business need that cannot be reasonably met through any other means. The total of a full-time

employee's overload pay in any fiscal year may not exceed 20% of their July 1st base salary if in a 12-month appointment or 25% of base salary in a 9-month appointment unless the Office of the Executive Vice Chancellor and Provost grants an exception.

TEACHING

Consistent with G.S. 116-1(b), teaching and instruction are the central responsibilities of the UNC System and form a critical base of workload expectations for faculty. In addition to organized courses, the faculty member's instructional workload also includes, but is not limited to, other instructional efforts such as developing materials for a new course, updating materials for an existing course, weekly course preparation activities, developing courseware or other materials for technology-based instruction, supervising undergraduate research and masters' theses and doctoral dissertations, directing students in co-curricular activities such as plays, preparing and equipping new laboratories, supervision of teaching assistants, supervision of internships, academic advising, mentoring, and other activities that support student success.

RESEARCH/CREATIVE ACTIVITY

Faculty members engage in the work of discovering, disseminating, and applying knowledge and professional expertise. These activities may include (but are not limited to) working in laboratories, studios, clinical or community settings conducting empirical and/or theoretical research, engaging in development or translational work, and/or producing creative works. Toward that end, faculty write articles, books, monographs, and grant proposals, write patents, develop intellectual property, edit scholarly journals, prepare juried art exhibits, direct centers and institutes, or perform in plays, concerts, or musical recitals. These research/creative activities have significant implications for teaching. They enable faculty members to design course materials that reflect their respective fields' state-of-the-art and cutting-edge knowledge.

SERVICE

As a public university, UNC-Chapel Hill provides substantial benefits to the people and the State of North Carolina. Faculty members engage in service activities that advance the institution's work and the institution's role in supporting North Carolina. Faculty service work may include activities that enhance the scholarly life of the university or the discipline, improve the quality of life of society, or promote the general welfare of the institution, professional and academic societies, the state, the nation, local community, or global community. Faculty members may also be assigned administrative responsibilities, including but not limited to, Department Chair/head, program director, and center director. Institutional policies must specify the means and extent by which administrative responsibilities count towards a faculty member's total workload.

In recognition of the diversity of academic disciplines across the university, workload elements of mentoring and clinical service assignments should be categorized based on the

nature of the duties and the overall goals of the academic unit. Mentoring or clinical service assignments may be categorized as either service or teaching.

Faculty Workload Criteria

Consistent with UNC System Policy 400.3.4, the University acknowledges that:

- Faculty work activities are often complex; and
- Individual faculty workloads are best managed at the department and school levels, not the University, UNC System, or State levels.

Requirements Consistent Across the University

All University faculty workload plans must comply with the following criteria:

- Account for 1.0 FTE by assigning duties to teaching, research/creative activity, and service on a percentage basis totaling one hundred percent;
- Include the specific outputs and efforts a faculty member is expected to complete in the next academic year, with a clear linkage towards long-term evaluation (e.g., reappointment, promotion, tenure, post-tenure review); and
- Offer options for both 9- and 12-month periods to accommodate different employment arrangements.

Each unit must:

- Create a standardized amount of teaching, research/creative activity, and service work for each appointment type;
- Align the faculty member's teaching, research/creative activity, and service work to:
 - The University's mission and strategic plan, and
 - The specific school/college and department's goals; and

Requirements That May Vary by School or Department

Workload criteria may differ by school or department based on factors that include the following:

- The unique mission of the unit;
- The nature of instruction in the discipline;
- The structure of the curriculum (e.g., measured in terms of contact hours instead of traditional three-credit-hour semester courses);
- Accreditation requirements for professional education;
- Faculty responsibility for supervision of practica, internship, and clerkship experiences;
- Special service obligations to the public;
- Responsibility for patient care;
- Clinical practice;
- Obligations for delivering non-credit continuing education to professionals in the state; and
- Other factors.

Roles and Responsibilities

UNC-Chapel Hill faculty workload criteria are established and reviewed for compliance with the UNC System's and the University's faculty workload policies.

University Level

The Executive Vice Chancellor and Provost must:

- assign responsibility for developing school-level faculty workload policies to the Deans, and
- review and approve these school-level policies in the context of the University and UNC System policies.

College/School Level

Deans must:

- develop school-level faculty workload policies in consultation with Department Chairs or other school leadership;
- submit these school-level policies for review and approval by the Executive Vice Chancellor and Provost; and
- review and approve department-level faculty workload policies and any significant departures from school-level policies.

The school-level policy may apply across the organization in schools without a department structure or at the Dean's discretion.

Department Level

Department Chairs must:

- develop unit-level faculty workload policies and criteria for teaching loads that are consistent with University- and school-level policies;
- approve assignments that vary significantly from expected department and school teaching loads;
- consider unique factors related to the mission of the unit and instructional practices appropriate to the discipline; and
- submit unit-level faculty workload policies for review and approval to the Dean or the Dean's designee.

Department Chairs may consider the following criteria when assigning individual faculty workloads:

- the needs of the school, department, programs, and students; and
- the faculty member's qualifications and appointment conditions.

Creating Faculty Workload Plans

Each faculty member must work with their Department Chair or Dean to develop a mutually agreed upon work plan. For faculty with appointments in more than one department, the Department Chair (or Dean as appropriate) of the department where the faculty member has their primary appointment is responsible for planning the faculty member's workload in consultation with the heads of the other appointing units.

Each faculty workload plan should be well-organized and provide a clear roadmap to support faculty planning, growth, and assessment.

The faculty member and their Department Chair or Dean should consider the following components when developing the annual faculty work plan:

- Position description
 - Summary of role,
 - Rank, and
 - Essential duties of the position.
- Specific Outputs and Efforts for:
 - Teaching,
 - Research/creative expression,
 - Service, and
 - Other (e.g., professional development).
- Workload Expectations
 - Allocation of time/percentage for:
 - Teaching,
 - Research/creative expression, and
 - Service.
- Assessment
 - Determine how goal achievement/success/progress will be measured.
- Timeline, with specific deliverables.
- Resources needed to achieve goal(s).

Approving Faculty Workload Plans

Each faculty member's workload plan must be approved in writing by the following:

- the faculty member's department chair (or the dean in schools without separate departments); and
- the department chair/dean's supervisor or that person's designee.

For faculty with appointments in more than one department, each faculty member's workload plan must be approved in writing by the following:

- The Department Chair (or Dean in schools without separate departments) of the department where the faculty member has their primary appointment, in consultation with
- The head(s) of the other appointing unit(s).

Annual Faculty Evaluation Process

The annual evaluation process for faculty involves the assessment of the faculty member's performance, contributions, and accomplishments for the academic year based on that faculty member's established work plan. Every school or department must have policies and procedures to assess how well faculty members are doing their jobs.

Deans are responsible for establishing:

- The significant factors to be used in evaluating faculty performance within the school;
- Any guidelines concerning weights assigned to teaching, research/creative activity, and service; and
- The process and schedule for annual evaluations within their school.

Department Chairs may, with the approval of the Dean, modify these evaluation criteria to be consistent with the assigned duties of individual faculty members.

Annual evaluations of faculty must:

- Be in writing;
- Be completed at least once per academic year;
- Apply to every faculty member, regardless of tenure status;
- Cover all areas of a faculty's duties;
- Occur before salary increase recommendations; and
- Not replace the post-tenure review process already set by the University for tenured faculty.

During this review, the Department Chair, Dean, or designated unit officer will evaluate the faculty member's performance based on their approved work plan. Department Chairs or Deans must provide any faculty member who is rated as "Not Meeting" on one or more of their agreed-upon performance goals with a "Faculty Success Plan" to get them back on track.

Faculty Success Plans

Faculty Success Plans are intended to be a supportive and personalized approach to help individual faculty improve their performance and excel in their role.

Each Faculty Success Plan must be in writing and include the following components:

- Specific steps designed to lead to improvement;

- Targeted resources the faculty member can use to help them improve (e.g., Center for Faculty Excellence, etc.);
- A specific timeline during which the Department Chair expects the faculty member's performance to improve; and
- A clear statement of consequences should improvement not occur within the designated timeline.

Approval of Faculty Success Plans

Faculty Success Plans must be approved in writing by the faculty member's second-level supervisor.

Roles and Responsibilities

Deans or Designees:

- Must establish the criteria to judge how well faculty are doing in their school; and
- How much relative weight to give teaching, research/creative activity, and service in these reviews.

Second-Level Supervisors:

- Must review and approve in writing all Faculty Success Plans issued by any Department Chair who reports to them; and
- May, as needed, work with Department Chairs to change or clarify requirements included in a Faculty Success Plan before approval.

Department Chairs (or Deans or designees in schools without departments):

- Must meet individually with each faculty member in their department for annual performance reviews;
- May, with their Dean/and or designee's written approval, change the Dean's established performance criteria to fit each faculty member's unique job better;
- Must develop Faculty Success Plans for each faculty who fails to meet workload expectations for the academic year; and
- Must conduct periodic check-ins with each faculty to monitor progress for the duration of the Faculty Success Plan and maintain written summaries of the check-in meetings.

Faculty Members:

- Must complete an annual review in partnership with their Department Chair or Dean, and
- Must comply with the expectations of their Faculty Success Plan, if applicable.

Monitoring and Reporting on Faculty Workloads

How the University Monitors Faculty Workloads

Consistent with UNC System Policy 400.3.4, UNC-Chapel Hill will use the University of Delaware's National Study of Instructional Costs and Productivity methodology to collect data annually to monitor faculty workloads and workload policies. This data will be aggregated at the department level.

The Schools of Medicine and Dentistry are not included in the National Study of Instructional Costs and Productivity. The University will monitor faculty teaching loads in clinical departments in Medicine and Dentistry using standards defined by the accreditation and professional bodies governing those organizations.

Independent Study

Consistent with UNC System Regulation 700.6.1[R], the Office of the Executive Vice Chancellor and Provost will monitor the individual teaching loads of all faculty who offer independent study for academic credit to ensure compliance with the University's policy (University Policy Memorandum #30) that limits to two the number of students a faculty member may supervise during a term.

Annual Timeline for Review, Approval, and Distribution of Report

1. UNC-Chapel Hill must prepare a written annual report of the previous fiscal year's activity and submit it to the UNC-Chapel Hill Board of Trustees for review and approval.
2. The UNC-Chapel Hill Board of Trustees must approve the report by September 30 each year.
3. UNC-Chapel Hill must provide a copy of the approved report to the UNC System president by October 15 each year.

Required Components of the Report

All faculty must be included in the annual report. For those faculty that do not have a workload plan, UNC-Chapel Hill must estimate to the nearest 25% what percentage of the faculty member's time is spent on teaching, research/creative expression, and service.

The annual report must include, at minimum, the following quantitative data elements for monitoring faculty workloads:

- Organized course sections taught;
- Student credit hours produced;
- Faculty contact hours;
- Metrics related to research/creative activity;
- Service rendered in the previous academic year; and
- Analysis of faculty FTE allocations by teaching, research/creative activity, and service at the department, school/college, and University level.

The annual report also must include information describing the University's process for:

- Implementing UNC System Policy 400.3.4 and 400.3.4[R], and
- Evaluating individual faculty workloads relative to UNC System Policy 400.3.4 and 400.3.4[R].

Definitions

Faculty Teaching Load: The number of semester credit hours or courses an individual faculty member is assigned to teach in a semester or an academic year.

Faculty Success Plans: Supportive and personalized documents designed to help individual faculty improve their performance.

Faculty Workload: The entirety of a faculty member's responsibilities. This may include teaching, research/creative expression, clinical duties, public service, and other duties as assigned.

Overload: Temporarily added duties that exceed the academic unit's approved teaching workload criteria.

Standard Annual Faculty Teaching Load: The minimum number of organized class courses faculty are expected to teach in a given academic year as defined in UNC System Policy 400.3.4.

Related Requirements

External Regulations

- [North Carolina General Statute § 116-1 - Higher Education: General Provisions: Purpose](#)
- [UNC System Policy 300.2.13 - Supplemental Pay Policy for Employees Exempt from the State Personnel Act \(EPA\)](#)
- [UNC System Policy 400.3.4 - Faculty Workload Policy](#)
- UNC System Regulation 400.3.4[R] - Faculty Workload Regulation
- [UNC System Regulation 700.6.1\[R\] - Academic Integrity Regulations](#)

University Policies, Standards, and Procedures

- [Policy on Supplemental Pay for EHRA Employees](#)
- [Policy on Faculty Reviews for Untenured Faculty](#)
- [University Post-Tenure Review Policy](#)
- [University Registrar: University Policy Memorandum #30 - Independent Study Policy](#)

Contact Information

Primary Contact

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Other Contacts

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Email: facultyaffairs@unc.edu

Publication Details

Issuing Officer: Executive Vice Chancellor and Provost

Effective Date: TBD

Office of Faculty Affairs

January 2024



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

About the Office

The Office of Faculty Affairs at Carolina fosters an inclusive environment and supports faculty members across all career paths by collaborating with academic units, developing exceptional talent, and implementing comprehensive programs to support faculty success.

 <https://facultyaffairs.unc.edu/>



Senior Leadership



Dr. Giselle Corbie
Senior Vice Provost for
Faculty Affairs



Dr. Erin Malloy
Associate Provost for
Faculty Development
and Success
Director, Center for
Faculty Excellence



Lachonya Thompson
Associate Provost for
Faculty Affairs

Who We Serve

Full and Part-Time Faculty by College/School
(as of Fall 2022 from Institutional Research)

| Health Affairs | (65%) |
|----------------|--------------|
| Dentistry | 106 |
| Medicine | 2188 |
| Nursing | 83 |
| Pharmacy | 106 |
| Public Health | 249 |
| Total | 2,732 |

| Academic Affairs | (35%) |
|--------------------------|--------------|
| Arts & Sciences | 1004 |
| Business | 138 |
| Education | 48 |
| Government | 54 |
| Info and Library Science | 23 |
| Law | 55 |
| Journalism & Media | 42 |
| Social Work | 73 |
| Total | 1,437 |

▶ **OTHER UNITS (<1%)**

▶ Other Units 5

GRAND TOTAL = 4,174

Our Services



Faculty Development & Leadership Development

- Mentoring Support
- Leadership Development Programs
- Development Opportunities
- Performance & Conduct
- Faculty Reviews

Faculty Advancement

- Career Navigation (APT)
- Recognition & Awards
- Education and Training
- Hiring and Retention

Belonging and Community

- Wellbeing
- Measuring & Mitigating COVID Impacts
- Faculty Support Programs

OFFICE OF FACULTY AFFAIRS

Listening and Learning: Navigating Faculty Perspectives



Environmental Scan Sources of Data



COACHE Survey Data*



Center for Faculty
Excellence Outcomes
Assessment



Dean's Meetings



Dean's Surveys



Office of Institutional
Research &
Assessment Data



Anecdotal Feedback

** COACHE is a faculty work-life survey that came out of the Collaborative on Academic Careers in Higher Education at Harvard University*



Attitudes and Current Concerns

Select themes from COACHE Survey Results in 2018 and 2021

- Tenured and tenure-track faculty have the greatest dissatisfaction with the **clarity of policies and expectations for promotion**
- Variations exist in how faculty perceive **support for promotion from associate professor to professor**
- Faculty have varying levels of concern about the **effectiveness of mentoring**
- Overall **compensation** was selected as the worst aspect of working at Carolina



Insights from Dialogues

From Office of Faculty Affairs Listening Tour and Surveys

- **Strengthen and expand mentorship programs** through centralized oversight
- **Invest in professional development programs** that are tailored to career stage, with a **focus on mid-career**
- **Clarify policies and standards** for APT and **employ comprehensive training** for all participants
- Explore technology to support campus-wide evaluation of candidates for **nominations for awards and national academies**
- Devise **mechanisms for collaboration** and facilitate **community-building activities** for faculty
- Continue to **support and maximize** our **faculty recruitment and hiring programs**

OFFICE OF FACULTY AFFAIRS

Empowering Excellence: Ongoing Initiatives



Comprehensive Faculty Development



Find Mentoring

Build Mentoring Network
Peer Mentoring
Find Mentors
Mentor Training Workshops
TEAM ADVANCE



Enhance Teaching

Course Design Institutes
Equity in Teaching Workshops
Consultations



Learn to Lead

Leadership Fundamentals
Women ADVANCE
Peer Coaching Groups
Faculty Administrator Orientation to Carolina
ACC Academic Leaders



Meet Colleagues

Conversations Workshops
Faculty Learning Communities
Cohort Programs
Pan-University



Support Research

Writing Groups Workshops
Consultations
Write-In's
Fulbright Support

Ensuring the Success of All Faculty at Carolina

The Center for Faculty Excellence serves faculty across all ranks and tracks.

2022-23 Faculty Participants By:

| Track | n | % |
|--------------|-------------|-------------|
| Fixed-Term | 401 | 35% |
| Tenure Track | 340 | 30% |
| Adjunct | 58 | 5% |
| Undefined | 59 | 5% |
| Non-Faculty | 278 | 25% |
| Total | 1136 | 100% |

| Rank | n | % |
|---------------------|-------------|-------------|
| Assistant Professor | 327 | 29% |
| Associate Professor | 224 | 20% |
| Professor | 139 | 12% |
| Adjunct Faculty | 58 | 5% |
| Non-Faculty | 388 | 34% |
| Total | 1136 | 100% |

OFFICE OF FACULTY AFFAIRS

Elevating Faculty Support: New Initiatives

Provost Distinguished Faculty Leaders

PD
FL



Travis Albritton
Clinical Associate Professor
School of Social Work



Spencer Barnes
Associate Professor
Hussman School of Journalism & Media



Kim Boggess
Professor of Obstetrics & Gynecology
School of Medicine



Tanya Garcia
Associate Professor of Biostatistics
Gillings School of Global Public Health



Johna Register-Mihalik
Associate Professor of Exercise and Sport
Science
College of Arts & Sciences

<https://provost.unc.edu/pdf/>

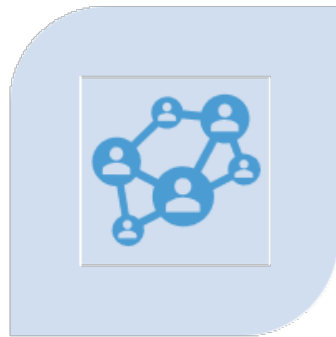


ELEVATE

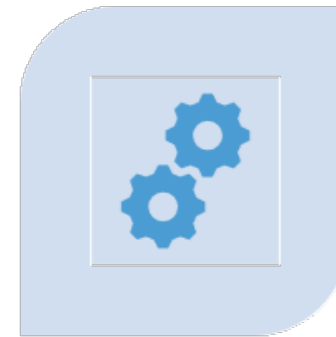
ELEVATE is a suite of faculty support programs that aims to advance the success of all members of our faculty community at Carolina. ELEVATE is rooted in our philosophy that all faculty, regardless of rank or track, will thrive at Carolina and that we have a responsibility as the chief academic office to ensure their success.



WHOLE LIFE CYCLE



CONNECT & ADVANCE



HOLISTIC & INTEGRATED



Other New Initiatives



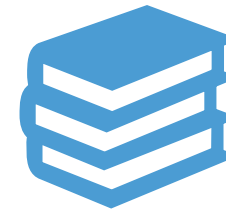
Mentoring Support

Strengthen and expand mentorship **programs** through centralized oversight



Faculty Development

Build a network of faculty **development liaisons** to promote faculty development opportunities to faculty and aid in engaging chairs and deans



Teaching & Learning

Expand support for faculty who **teach** through fortifying CFE Teaching and Learning and engaging campus partners in a cohesive effort

OFFICE OF FACULTY AFFAIRS

Propelling Our Work Forward



Strengthening Collaborations



Integration of the Center for Faculty Excellence



Strengthening connection with the Office of Faculty Governance



Initiation of a Faculty Development Liaisons network



Strategic Directions

Building the Infrastructure for Success



Changing the Culture for Faculty Belonging and Success





OFFICE OF FACULTY AFFAIRS

Upcoming Policy Revisions

- Faculty Workload Policy
 - UNC System Policy 400.3.4 and its implementing regulation 400.3.4[R]
- Post-Tenure Review Policy
 - UNC System Policy 400.3.3 and Regulation 400.3.3.1[R]
- Regulation on Teaching Effectiveness
 - UNC System Policy 400.3.1.1 [R]



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL