

**Constituent Universities**

Appalachian  
State University

East Carolina  
University

Elizabeth City  
State University

Fayetteville State  
University

North Carolina  
Agricultural and  
Technical State  
University

North Carolina  
Central University

North Carolina  
State University  
at Raleigh

University of  
North Carolina  
at Asheville

University of  
North Carolina  
at Chapel Hill

University of  
North Carolina  
at Charlotte

University of  
North Carolina  
at Greensboro

University of  
North Carolina  
at Pembroke

University of  
North Carolina  
at Wilmington

University of  
North Carolina  
School of the Arts

Western Carolina  
University

Winston-Salem  
State University

**Constituent High School**

North Carolina  
School of Science  
and Mathematics

An Equal Opportunity/  
Affirmative Action Employer

**Margaret Spellings**  
**President**

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Email: president@northcarolina.edu

September 13, 2016

**MEMORANDUM**

**To:** Chairs of the Boards of Trustees  
Chancellors

**From:** Margaret Spellings   
President

**Subject:** Increased Delegations of Authority for EHRA Salary Adjustments

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

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

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

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

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

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

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

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

#### Attachments

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