

**UNC Board of Governors Committee on Personnel and Tenure
Subcommittee on Equal Opportunity, Diversity, and Inclusion**

**Report of Findings and Recommendations to the Board of Governors
May 9, 2018**

Executive Summary

This report summarizes the work of the Board of Governors' Subcommittee on Equal Opportunity (EO), Diversity, and Inclusion (D&I) through the Spring of 2018. The subcommittee's work was informed by a detailed study of EO and D&I conducted by Conduent Human Resources to meet requirements set forth in the General Assembly's Current Operations Appropriations Act of 2017 (S.L. 2017-57).

This document provides background on and context for the subcommittee's charge and its work, includes findings related to EO and D&I programs across the UNC system, and, for the Board's consideration, offers recommendations that are aimed at providing more effectiveness and structure around EO and D&I activities. These recommendations are made with the option of the president and the Board considering and pursuing additional steps at a later date once these initial recommendations are implemented. Specifically, as will be further detailed herein, the subcommittee recommends the following specific actions be taken during calendar year 2018 -

1. The Board should adopt a formal policy statement on D&I with certain key elements:
 - a. Require a single senior officer at each constituent institution to coordinate EO and D&I activities irrespective of underlying organization structure and reporting relationships;
 - b. Provide common definitions and standards for D&I;
 - c. Establish goal setting and measurement requirements; and
 - d. Establish regular reporting to Boards of Trustees and/or the President or designee by the constituent institutions with respect to established D&I goals and outcomes.

In the adoption of a system-wide policy, the Subcommittee believes that D&I efforts should be carried out in a manner that is positive and aspirational, should avoid actions that shame or embarrass any group or individual, should demonstrate respect for every individual's privacy, and should be balanced, recognizing that the University's primary mission is to educate, conduct research, and provide service to the public. While diversity is important, over-emphasis on race, gender, sexual orientation, and other human characteristics can prevent us from focusing on

each person as an individual and can cause unproductive and harmful divisions within the University. It is important, therefore, that the University maintain a positive emphasis on inclusion that is forward-looking and has at its core equal opportunity for every member of the University community.

2. The UNC System Office will help to establish a D&I network or collaborative that will enable the constituent institutions to share best practices, collaborate on D&I programming (where feasible), and explore master agreements for relevant external vendor products/solutions. This will be a self-governing body among the constituent institutions with general assistance from the System Office.
3. The UNC System Office will standardize the online publication of State-wide and System-wide EO policies to avoid duplicate or outdated policies being cited at constituent institutions.
4. The UNC System Office will enable the generation of specific metrics from the recently completed System-wide employee engagement survey that can inform faculty- and staff-related diversity and inclusion efforts and serve as one input to D&I goal setting by the constituent institutions.
5. The UNC System Office will develop a D&I research agenda that allows the University to be a leader in the field with regard to metrics and identifying successful outcomes over time.
6. The UNC System Office staff will periodically brief the Committee on Personnel and Tenure on progress on these recommendations and/or the option to revisit other recommendations from the Conduent Study for implementation.

In short, taken together, these recommendations are designed to assure that there is a common System-wide framework and understood structure for EO and D&I activities and initiatives, that there are increased opportunities to develop and strengthen professional E&O and D&I networks across the UNC System, and that there are accountability measures established both at the campus and system levels.

The Joint Legislative Education Oversight Committee of the General Assembly will be updated on any Board action taken with respect to these recommendations.

Background

Section 10.13 of the Current Operations Appropriations Act of 2017 ([S.L. 2017-57](#)) directed the UNC System to study the efficiency, effectiveness, and transparency with which each of the 17 UNC constituent institutions are delivering EO and D&I services and to evaluate the feasibility of potentially consolidating these services within a single office headed by a single senior officer at each constituent institution. The General Assembly further directed the Board of Governors to submit a report that included its findings, recommendations, and policy changes to the Joint Legislative Education Oversight Committee (Joint Committee) by January 1, 2018. This deadline was extended to January 31 at the request of the University by the Joint Committee.

To complete this work, the UNC System Office engaged an outside consultant, Conduent Human Resources Consulting (Conduent). Conduent completed its study between August-December 2017 and presented its report and recommendations (Conduent Report) to the Board of Governors' (Board) Committee on Personnel and Tenure on January 25, 2018. The Committee on Personnel and Tenure recommended the report for approval to the full Board at its meeting on January 26, 2018. Following the approval of the Board, the president subsequently transmitted the study on the Board's behalf to the Joint Committee on January 31, 2018. The transmittal letter is included with this report as **Attachment A** and the full text of the Conduent Report is available on-line at the following location: <http://www.northcarolina.edu/apps/bog/doc.php?id=59024&code=bog>.

The aforementioned transmittal letter to the Joint Committee also communicated that the Board voted at its January meeting to create a special working group to further review Conduent's recommendations and requested an extension of the time period to provide the Joint Committee with its findings, recommendations, and policy changes until after the Board's May 2018 meeting. As such, the working group was charged with vetting Conduent's recommendations and presenting its findings, recommendations, and proposed policy changes to the full Board with respect to improvements for increased efficiency and effectiveness for the University's EO and D&I operations.

Appointment, Charge, and Work of the Special Subcommittee

Following approval of the Joint Committee for this additional time to review and consider

recommendations and policy changes, Chair Bissette appointed a special subcommittee of the Committee on Personnel and Tenure (the subcommittee). Governor Wendy Murphy was appointed as chair of the subcommittee and its other members were Governors Kellie Hunt Blue, Robert Bryan, Steven Long, and William Webb. The subcommittee was supported in its work by President Spellings and Vice Presidents Matthew Brody (Human Resources) and Joanna Carey Cleveland (Legal Affairs).

Chair Bissette charged the subcommittee with the following responsibilities:

- (1) gathering and reviewing applicable research and information addressing the structure, focus, goals, and measurement of diversity and inclusion programs in high-performing public and private sector organizations;
- (2) recommending system-level principles, informed by research and evidence, concerning the appropriate focus, priorities, and approach to identifying and achieving measurable outcomes with respect to the University's diversity and inclusion activities; and
- (3) making recommendations as to the UNC System Office's role, if any, in diversity and inclusion programs across the UNC System.

The subcommittee met on April 3, April 26, and May 9, 2018. On April 3, the subcommittee reviewed the Charge and received a detailed presentation from a representative of Conduent of each of the recommendations contained in the EO and D&I study. The Conduent representative and System Office staff answered questions from the subcommittee regarding Conduent's study and its report as well as next steps for the subcommittee. The slide deck from Conduent from this meeting is included as **Attachment B**.

In its meeting on April 26, consistent with the first prong of its charge, subcommittee members participated in a roundtable discussion with three North Carolina-based corporate executives, facilitated by Vice President Brody. These executives were Mr. Charles Bowman (Market President for North Carolina, Bank of America), Ms. Denise Cox (Vice President for Americas Technical Services, RTP Site, Cisco Corporation), and Ms. Venessa Harrison (President for North Carolina, AT&T Corporation and NC A&T State University Trustee). Each corporate leader described the structure, focus, goals, and measurement of D&I programs in their organizations and commented on the relevance of D&I experiences for UNC's students with respect to future employment prospects.

Consistent with the second prong of its charge, Senior Vice President Andrew Kelly provided the subcommittee with a review of the academic and research literature with respect to D&I definitions, best practices, and approach to identifying and achieving measurable outcomes with respect to D&I activities. The resulting literature survey is included with this report as **Attachment C**.

Finally, Mrs. Murphy, President Spellings, and Vice Presidents Brody and Carey Cleveland reviewed with the subcommittee some initial draft recommendations for consideration based on the subcommittee's charge and information gathered from Conduent, the outside corporate leaders, and the literature review. The subcommittee spent some time preliminarily discussing these recommendations.

At its meeting on May 9, the subcommittee reached consensus on its findings and recommendations to the Committee on Personnel and Tenure and approved this report.

Findings

Following its review of the Conduent Report and its associated recommendations (including previous presentations to the Committee on Personnel and Tenure in December 2017 and January 2018), the roundtable discussion with leaders from several major corporations, the presentation from Senior Vice President Kelly, and its discussions with System Office leaders, the subcommittee makes the following findings:

- (1) Equal Opportunity and Diversity and Inclusion is important to the University's mission and aligned with the University's 2017-2022 Strategic Plan.

Through *The Code of the University of North Carolina (The Code)*, the University has provided the foundation for EO and D&I across the UNC System. The University of North Carolina System is dedicated to the transmission and advancement of knowledge and understanding.¹ Faculty and students of the University share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.²

¹ Section 600(1) of *The Code of the University of North Carolina*.

² Section 600(3) of *The Code of the University of North Carolina*.

Moreover, there shall be equality of opportunity in the University.³

In addition to these statements, one of the major themes of **Higher Expectations**, the University's Strategic Plan, is the concept of excellent and diverse institutions: "The University's constituent institutions are individually distinct and mission-focused and collectively comprise an inclusive and vibrant university system, committed to excellence and the fullest development of a diversity of students, faculty, and staff."⁴ More specifically, Goal 11 of the Strategic Plan is that "the University will systematically focus on recruitment, retention, and development of the most talented and diverse workforce possible at all levels over the next 5 years."⁵ **Higher Expectations** also recognizes the need to serve a more diverse student body and "to offer academic, financial, cultural, and other knowledge-based services to help all students – but particularly those who are underserved for any reason – aspire to, enroll in, and graduate from institutions that match their interests and capabilities."⁶ To that end, Goal 1 of the Strategic Plan is that the University's undergraduate enrollments and baccalaureate degree recipients will more closely reflect the demographics and growth rate of the State by 2021-22⁷. This goal will necessarily increase diversity across the UNC System, particularly with regard to low-income and rural students.

The importance of D&I understanding and skills for interacting with a diverse population was reinforced through our conversation with leaders from several highly respected and high performing corporations, including Bank of America, Cisco, and AT&T. All three of the corporate leaders appearing before the subcommittee emphasized the need for employees to work successfully in diverse teams, sometimes on a global basis.

Given the visibility of these issues and implications for our workforce and student body, we find that institutional efforts, metrics, and successes and challenges should be reported periodically to the Boards

³ Section 103 of *The Code of the University of North Carolina*.

⁴ **Higher Expectations**, Strategic Plan for The University of North Carolina 2017-2022, p. 33.

⁵ **Higher Expectations**, Strategic Plan for The University of North Carolina 2017-2022, p. 35.

⁶ **Higher Expectations**, Strategic Plan for The University of North Carolina 2017-2022, p. 7.

⁷ **Higher Expectations**, Strategic Plan for The University of North Carolina 2017-2022, p. 9.

of Trustees and/or president or designee.

- (2) The Board of Governors and President have provided system-wide direction and guidance on EO issues.

Equal opportunity has traditionally been driven more by compliance obligations, as required by federal and state laws and executive orders.⁸ In its report, Conduent describes EO as “the right for individuals to be considered for admission to, employment by, and promotion within the institution on the basis of merit, experience and qualifications, without unlawful or impermissible discrimination with respect to Federal (sic) or UNC constituent institution protected classes.”⁹ Through the following provisions of *The Code* and Policy Manual, the Board of Governors and the president have assured that there is a framework supporting equal opportunity and that there are System-wide prohibitions on discrimination:

- [Section 103 of *The Code*](#) (Equality of Opportunity in the University)
- [Section 604 of *The Code*](#) (Appointment, Nonreappointment, and Requirements of Notice and Review)
- [Section 300.1.1 of the UNC Policy Manual](#) (Senior Academic and Administrative Officers)
- [Section 300.2.1 of the UNC Policy Manual](#) (Employees Exempt from the State Personnel Act)
- [Section 300.2.14 of the UNC Policy Manual](#) (Non-Salary and Deferred Compensation)
- [Section 300.7.2.1\[G\] of the UNC Policy Manual](#) (Guidelines for Implementation of the University of North Carolina Phased Retirement Program)
- [Section 700.4.2 of the UNC Policy Manual](#) (Policy on Student Conduct)

In conjunction with the annual Equal Opportunity Plan for the UNC System Office, President Spellings issues an annual letter to the System Office staff underscoring the importance of equal opportunity and each chancellor similarly does so for their respective institutions. Over the past three years, the UNC System Human Resources Office has also periodically convened EO officers from across the system to

⁸ The Conduent Report lists nearly 50 federal and state laws related to equal opportunity. See Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, pp. 31-32.

⁹ Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, p. 14.

discuss current developments and best practices. They have also established a listserv to share information across this group.

- (3) The University can increase efficiency by standardizing the online publication of State-wide and System-wide equal opportunity policies and related EO information.

As noted above, there are number of University policies related to equal opportunity. Similarly, there are multiple State-wide EO policies as well.¹⁰ In order to assure consistency in disseminating this information and to assure that only current information is available (and avoid duplication or outdated policies and links at each constituent institution), we find the UNC System Office website should provide an EO landing point with this policy information and other information as the System Office determines would be useful and helpful to its institutions, faculty, staff, and students.

- (4) The Board of Governors has not yet provided System-wide direction and guidance on D&I issues. As such, there is a need for common D&I definitions and standards to guide the University and its institutions in effective outreach, programming, and work in this area.

In its report, Conduent described D&I as “the efforts undertaken to create an institutional culture and environment that offers safety, acceptance, support, tolerance and respect for individuals as they pursue their academic, research, and professional ambitions and interests regardless of their diverse backgrounds, personal characteristics, and beliefs, including, *but not limited*, to (sic) both federal and UNC constituent institution protected classes.”¹¹ The report further found that there is limited collaboration and communication between constituent institutions in terms of sharing D&I best practices, policies, and approaches.¹²

We find there is an opportunity for the Board to reinforce the importance of D&I – broadly defined -- in supporting the University’s mission and achieving its strategic goals, while providing a shared framework

¹⁰ See Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, pp. 32-33.

¹¹ Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, p. 14.

¹² Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, p. 45.

for such activities and developing common standards to apply to the programming, outreach, and work in this area. Some additional ways to consider diversity would be incorporating diversity of thought/ideology, socio-economic diversity, diversity in professional background and experience such as veterans, considering return-to-work initiatives that help those who have taken time off from their careers to reintegrate into the workforce, and similarly considering initiatives for students who are enrolling at our institutions in non-traditional ways.

We also find there is an opportunity to develop a stronger System-wide D&I network, similar to the work being done through the UNC System Human Resources Office with the System-wide EO Officers. This could be a relatively simple first step without demanding much in terms of additional resources.¹³ Finally, we find this work would benefit from having a single coordinator at each UNC institution to assure effective connection between EO and D&I communications and programming, provide transparency and ease of access to resources, and track progress against objectives, as noted in the Conduent Report.¹⁴ The single coordinator role does not imply a specific single organizational structure, which would still be left to the discretion of the individual chancellors.

(5) The University can improve goal-setting and metrics with regard to D&I activities.

As we learned from Senior Vice President Kelly's literature review, there is limited information about the success and outcomes of D&I programs, both within the University and nationally.¹⁵ Even so, we believe that we can more effectively measure the success of our D&I activities and gather information on our diversity and inclusion efforts. This approach is consistent with the expectation set out in **Higher Expectations** that the UNC System Office will create an implementation plan to systematically measure – at all levels – engagement, retention, succession planning, and investment in professional development in order to promote system-wide improvements in these areas.

We also learned that high performing corporations – the future employers of our students – instill D&I throughout their organizations and provide multiple opportunities and entry points for D&I experiences,

¹³ Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, p. 46.

¹⁴ Conduent HR Consulting, The University of North Carolina Equal Opportunity and Diversity & Inclusion Study, Findings and Recommendations Report, January 11, 2018, pp. 43-44.

¹⁵ See Attachment C.

support, and growth, all championed by their boards, CEOs, and other senior leaders. As one corporate leader noted, it is important that the organization “not just talk about it, we must be about it.” During a roundtable discussion with the subcommittee, several corporate leaders emphasized the need for assuring that talent coming in to their organization feels welcomed and comfortable and that each employee is capable of working with a diverse team in a diverse environment. This mirrored statements made by Chancellors Martin and Woodson in their presentation to the Committee on Personnel and Tenure in January 2018. There is definitely more to be learned in this area and the subcommittee supports broad sharing of knowledge, experiences, and organizational best practices across the UNC System to help develop our own goals and metrics.

(6) There is an opportunity for the University to be a leader with regard to D&I research and effectiveness.

As noted in Finding 5, there is limited information about the success and outcomes of D&I programs, both within the University and nationally. Due to its strength and diversity, the University is well-positioned to leverage academic expertise and administrative experience across the entire UNC System in developing a research agenda on D&I staffing models, programs, and offerings and aligning with Strategic Plan Goals 1 and 11. Doing so will similarly provide opportunities to showcase D&I successes that can translate into System-wide gains and expertise, with regard to both personnel and students.

Subcommittee Recommendations

The Conduent Report presented a series of recommendations to support both EO and D&I at the University, while ever mindful of the need to pursue this objective in a more consistent, efficient, and cost effective manner. Consistent with its findings, the subcommittee explored with the president and the UNC System Office staff taking some incremental steps that could advance the University’s need for more consistent, efficient, and effective D&I activities while still retaining the option to pursue more substantial transformation efforts at a later date. The following table summarizes the Conduent Report recommendations and the recommendations of the Subcommittee on EO and D&I based on its findings through this review.

	CONDUENT RECOMMENDATION	SUBCOMMITTEE RECOMMENDATION	RATIONALE
1	Consolidate accountability for EO and D&I under a single coordinator at each UNC system constituent institution <i>(see Conduent Report, pp. 43-45)</i>	Adopt a Board policy that requires a single senior officer at each constituent institution to serve as a coordinator for EO and D&I activities irrespective of formal reporting relationships	ACCEPTS CONDUENT RECOMMENDATION See Subcommittee Findings 1, 4, 5
2	Have UNC System provide greater guidance and support, where deemed value-add, to the constituent institutions on: EO and D&I definition; program and policy development, content, and implementation; process and communications frameworks; and consistent tools and technology <i>(see Conduent Report, pp. 45-46)</i>	Establish a D&I network or collaborative among the constituent institutions to share best practices, collaborate on D&I programming (where feasible), and explore master agreements for relevant external vendor products/solutions <i>Note: This will primarily be a self-governing activity among the constituent institutions with general assistance from the UNC System Office.</i>	MODIFIES CONDUENT RECOMMENDATION See Subcommittee Finding 5
3	For EO and D&I policies (and programs, where appropriate) reported among multiple institutions system-wide, create standards at the system level that each constituent institution can leverage and adapt if required, limiting adaptation to what is legally, regionally, or institutional (sic) required <i>(see Conduent Report, pp. 46-47)</i>	Adopt a Board policy that provides common definitions and standards and also establishes regular reporting to boards of trustees and/or the president or designee regarding constituent institution D&I goals, measures, and outcomes	MODIFIES CONDUENT RECOMMENDATION See Subcommittee Findings 1, 2, 4, 5

	CONDUENT RECOMMENDATION	SUBCOMMITTEE RECOMMENDATION	RATIONALE
4	Create a centralized webpage for the UNC System that links to webpages for each constituent institution to outline the structure of EO and D&I points of contact, offices, programs, and policies and include links to institution-specific web pages for more insights and information where appropriate <i>(see Conduent Report, pp. 47-48)</i>	Standardize the online publication of State-wide and System-wide EO policies by the System Office to avoid duplicate or outdated policies at each constituent institution; at present, leave D&I-related web content to be the sole responsibility of the constituent institutions	MODIFIES CONDUENT RECOMMENDATION See Subcommittee Findings 1, 2, 3
5	Utilize the soon to be launched system-wide employee engagement survey as an opportunity to do more systemic measurement of EO and D&I progress across the constituent institutions <i>(see Conduent Report, p. 48)</i>	Produce specific metrics from the recently completed employee engagement survey that can inform faculty- and staff-related diversity and inclusion efforts and goal setting by the constituent institutions	ACCEPTS CONDUENT RECOMMENDATION See Subcommittee Findings 1, 2, 5, 6
6	Have all UNC system constituent institutions explicitly address EO and D&I in their strategic plans (many constituent institutions already do), with specific objectives, success measures, and timelines for their achievement <i>(see Conduent Report, pp. 49-50)</i>	Adopt a Board policy that provides common definitions and standards and also establishes regular reporting to boards of trustees and/or the president or designee regarding D&I goals, measures, and outcomes	MODIFIES CONDUENT RECOMMENDATION See Subcommittee Finding 1, 2, 5
7	Implement a single data system for EO case and D&I-related activities tracking across all constituent institutions	Establish a D&I network or collaborative among the constituent institutions to share best practices, collaborate on D&I programming (where feasible), and explore master	MODIFIES CONDUENT RECOMMENDATION See Subcommittee Finding 5

	CONDUENT RECOMMENDATION	SUBCOMMITTEE RECOMMENDATION	RATIONALE
	<i>(see Conduent Report, pp. 50-51)</i>	agreements for relevant external vendor products/solutions	
8	Expand the availability of EO and D&I-related “shared services” to constituent institutions <i>(see Conduent Report, pp. 51-52)</i>	No action at this time	NO ACTION ON CONDUENT RECOMMENDATION (FOR NOW)
9	N/A	Develop a D&I research agenda that allows UNC to be a leader in the field with regard to metrics and identifying successful outcomes over time	NEW RECOMMENDATION See Subcommittee Findings 1, 5, 6
10	N/A	Provide periodic briefings to the Committee on Personnel and Tenure on progress on these recommendations and/or the option to revisit other recommendations for implementation	NEW RECOMMENDATION See Subcommittee Findings 1, 2, 3, 4, 5, 6

The subcommittee offers these recommendations as a well-rounded means to take steps towards implementing the recommendations in the Conduent report and providing more structure, efficiency, effectiveness, networking opportunity, and accountability around D&I activities while preserving the option to evaluate and pursue additional steps at a later date once these initial recommendations are implemented. It would be the intention of the System Office to extend Conduent’s consulting engagement with the University to assist in carrying out some of the recommendations of the subcommittee pending their approval by the Board.

CONCLUSION

It is clear that D&I is an important topic not only for universities, but also for leading and high-performing organizations of all kinds, and that equal opportunity requires special attention as well. Subcommittee members appreciated the opportunity to develop a better knowledge of EO and D&I issues as they apply to students, faculty, and staff across the UNC System and its constituent institutions, and to consider the breadth of groups, topics, and programming that are encompassed in this area. We are grateful for the willingness of outside corporate leaders to share their experiences, approaches, and organizational values with us, and acknowledge the support we have received from the UNC System Office staff throughout this process.

**Approved by the Board of Governors Subcommittee on Equal Opportunity, Diversity, and Inclusion
on 5/9/18**