



**UNIVERSITY OF
GEORGIA**

Minutes

Human Resources Committee January 2026 Meeting

January 30, 2026

12:04 PM – 12:45 PM

Attendees: Angie Royer, Chair, Amy Winter, Joe Fu, Alexa Bankert, Alison Morrison, Brendan Hunt, Catie Young, Chad Bolding, Christina Hanawalt, Gideon Oyeku, Greg Colson, Hui Zhang, James Lambert, Lauren Housley, Timothy Gupton, Juanita Hicks

Absent: Donald Addison, Hilary Hughes, Tom Jones, Caner Kazanci, Samarchith Kurup, Michael Myers, Sharon Parker, Christine Scartz, Brian Seagraves, Sechindra Vallury

The Human Resources Committee met on January 30, 2026, via Zoom. A quorum being present, Chair Angie K. Royer called the meeting to order at 12:04 PM.

Old Business

Response to USG Staff Council regarding the changes made to Board Policy 6.6 Nondiscrimination and Anti-Harassment and Board Policy 8.2.1 Equal Employment Opportunity which was provided as Attachment A.

Discussion

The committee revisited the pending issue regarding the University System of Georgia (USG) Staff Council's response concerning changes to:

- Board Policy 6.6 – Non-Discrimination and Anti-Harassment
- Board Policy 8.2.1 / 8.2.2 – Equal Employment Opportunity

A memo from USG had been provided as clarification (Attachment A).

The committee reviewed the memo regarding recent USG policy updates. Members noted that the memo addresses USG-level changes but does not clarify how these changes relate to UGA's

existing policy or any restrictions specific to UGA. Several members expressed a desire for clearer information about UGA's policy position.

It was explained that the request originated within the USG Staff Council structure, and the response was directed to all institutions. USG updated its policy to include all protected categories and clarified that "sex" encompasses multiple aspects of gender. Discussion included reference to the *Bostock v. Clayton County* (2020) decision, which currently interprets "sex" under federal law to include sexual orientation and gender identity, though dissenting opinions argued the case that sex does not include sexual orientation and gender identity.

Some members questioned whether UGA should explicitly protect these categories in the event federal law changes, and whether a revised resolution should mirror UGA's prior policy language. Others asked whether action should be taken now or whether it would be more appropriate to wait for potential changes in federal law. Questions were raised about whether adding explicit language would be symbolic given current federal protections, or whether it would be speculative about future legal shifts.

Members discussed the meaning of "alignment" with USG policy, including whether adding explicit language would place UGA out of alignment and what alignment requires in practice. It was clarified that alignment does not necessarily occur in real time, and that changing UGA's policy now could be viewed as inconsistent with USG's current language. Additional clarification was provided that UGA may have different procedures, but policy language is expected to remain consistent with USG, and that "standard language" refers to using the exact USG wording. The discussion included if UGA can have their own as long as they meet the letter or the spirit of the USG policy.

Members asked if UGA met the letter or the spirit of the USG policy. The answer was UGA has procedures that are different, but policy is consistent and UGA was asked for "standard language". It was clarified that standard language meant following the exact language.

Some members observed that efforts to modify UGA's language policy would likely not be approved. It was stated that UGA leadership is not willing to adopt language that contradicts the recent USG policy update.

New Business

Presentation of UGA Special Compensation Program Audit (Attachment B).

The committee chair received a formal letter from President Morehead summarizing an internal audit of UGA's targeted salary adjustment programs. This audit was conducted in direct response to a March 2025 motion submitted by this committee requesting transparency in distribution of special raises. The internal audit was of UGA's targeted salary adjustment programs (FY 2022, 2023, and 2025).

Motion Background

The 2025 motion asked for:

- Five years of data on distribution of special salary pools
- Breakdown by gender and race
- Summary of guidelines given to units
- Clarification of whether such distributions showed equity or bias
- The motion did not allege wrongdoing. It requested data to ensure trust, consistency, and transparency.

What the Audit Did

At the President's request, UGA's Internal Auditing Division conducted an assurance audit from June–December 2025.

Audit scope included:

- FY 2022, FY 2023, and FY 2025 salary adjustment programs
- Compression adjustments, retention adjustments, merit-based raises
- 2,575 total salary transactions with a random sample of 66 cases evaluated.

The audit examined only procedural compliance, not demographic equity.

Audit Findings

The auditors concluded that:

- UGA followed all program guidelines
- All sampled cases were properly documented
- No exceptions or compliance issues were found
- Therefore, from a procedural standpoint, the salary programs were run correctly
- The audit focused solely on procedural verification and **did not analyze demographic outcomes**, which were central to the committee's original request. The audit addressed what auditors could formally evaluate: **adherence to established guidelines**.

Summary

The March 2025 motion raised transparency questions.

The President responded by commissioning an independent audit.

The audit confirmed procedural compliance with salary adjustment guidelines.

Today's presentation closes that loop by formally sharing the results with this committee.

Discussion

The committee discussed whether the current approach meets the intended goals of supporting a transparent and democratic process. Members raised questions about the intention behind the document and what the group is ultimately trying to accomplish.

Questions were raised about the availability of demographic data and whether any legal restrictions prevent providing such information. It was noted that there is no known federal law prohibiting the release of this type of data; however, challenges exist in producing demographic breakdowns because gender and race information were not allocated nor included in the instructions for the recent raises. The reporting process required only the information specified in the directive, and demographic categories were not part of those requirements. The audit was limited to what could be *audited* (procedural compliance), not to equity analysis.

Other Business

- A representative from the Postdoctoral Association presented a concern. Gideon Oyeku, representing Postdocs Pay stated that UGA pays some of the lowest salaries to post-docs. He stated the current minimum seems low based on an outdated 2016 benchmark. The association requests the HR Committee consider supporting a recommendation for increasing the minimum postdoc salary. He requested more time in next meeting to present a more formal finding and the committee and Chair agreed to provide time for a more detailed presentation of the association's research and findings at the next meeting.
- As there was no further business, the Chair entertained a motion to adjourn. Meeting adjourned at 12:45 PM (motion by Brendan Hunt; second by Alexa Bankert; chaired by Angie Royer).

Next Steps

- A committee member asked to resubmit a new resolution with language identical to the prior UGA policy.

Respectfully submitted,
Angie K. Royer, Chair
University of Georgia

Meeting notes prepared by Amy Winter; finalized and submitted by Chair Royer.

Response to Staff Council on why changes were made to Board Policy 6.6 Nondiscrimination and Anti-Harassment and Board Policy 8.2.1 Equal Employment Opportunity

As part of broader changes to several USG Policies approved during the November 12, 2024 Board of Regents meeting, Board Policy 6.6 Non-Discrimination and Anti-Harassment and Board Policy 8.2.1 Equal Employment Opportunity were revised with a January 1, 2025 effective date (See Appendix A).

The main differences between the prior and current policy are that the updated policies 1) emphasize merit in employment decisions, 2) specifically list protected characteristics under the law, and 3) prohibit preferential treatment based on an individual's protected status.

One thing that remains the same: federal and state law still protect all students and employees, to the fullest extent, from harassment, discrimination or preferential treatment on the basis of legally protected characteristics such as race and sex.

The revisions ensure that institutions align with the expectations that guide the entire University System of Georgia while maintaining their own commitment to fairness and respect.

Most importantly, the updates preserve the rights and protections of every campus community member, helping to maintain a campus where all members of the campus community can learn from and support one another.

Appendix A

Prior to the November 12, 2024 Board meeting the Board policy 6.6 Non Discrimination and Anti-Harassment and 8.2.1 Equal Employment Opportunity read as follows:

6.6 Non-Discrimination and Anti-Harassment

The Board of Regents prohibits unlawful discrimination, harassment, and retaliation within the University System of Georgia (USG) and all USG institutions based on any characteristic protected by law.

8.2.1 Equal Employment Opportunity

No person shall be excluded from employment or participation in, denied the benefits of, or subjected to discrimination, harassment, or retaliation under any program or activity conducted by the Board of Regents of the University System of Georgia (USG) or any USG institution based on any characteristic protected by law. Incidents of discrimination, unlawful harassment, and retaliation will be met with appropriate disciplinary action, up to and including dismissal from the USG.

Effective January 1, 2025, the revised policies now read:

6.6 Non-Discrimination and Anti-Harassment

Equal opportunity and decisions based on merit are fundamental values of the University System of Georgia (USG). The Board of Regents prohibits discrimination on the basis of an individual's age, color, disability, genetic information, national origin, race, religion, sex, or veteran status ("protected status"). No individual shall be excluded from participation in, denied the benefits of, or otherwise subjected to unlawful discrimination, harassment, or retaliation under any USG program or activity because of the individual's protected status; nor shall any individual be given preferential treatment because of the individual's protected status, except that preferential treatment may be given on the basis of veteran status when appropriate under federal or state law.

8.2.1 Equal Employment Opportunity

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All employment processes and decisions, including but not limited to hiring, promotion, and tenure, shall be free of ideological tests, affirmations, and oaths, including diversity statements. The basis and determining factor for all such decisions should be that the individual possesses the requisite knowledge, skills, and abilities associated with the role, and is believed to have the ability to successfully perform the essential functions, responsibilities, and duties associated with the position for which the individual is being considered. At the core of any such decision is ensuring the institution's ability to achieve its mission and strategic priorities in support of student success.



**UNIVERSITY OF
GEORGIA**

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January 9, 2026

Angie K. Royer
Chair, University Council Human Resources Committee
Department of Population Health
College of Veterinary Medicine
Veterinary Teaching Hospital
CAMPUS

Dear Angie:

I am writing to provide you with a report summarizing an assurance audit administered by our Internal Auditing Division to examine the University's targeted salary adjustment programs. My office requested this audit in response to a March 2025 proposal (Document Number 2025.03.19.08) from the University Council's Human Resources Committee.

The Internal Auditing Division executed the assurance audit from June 2025 through December 2025 in consultation with University Human Resources and the Office of Legal Affairs. Pursuant to my request, the audit assessed targeted salary adjustment programs administered across the institution during the past five fiscal years. Following its seven-month analysis, the Internal Auditing Division concludes that the institution's targeted salary adjustment programs adhered to the stipulated guidelines developed in concert with the University System of Georgia. A copy of the report is enclosed, and I would like to ask you, in your role as chair of the Human Resources Committee, to present the document to the committee when feasible. Should you have any questions regarding the assurance audit or its findings, I invite you to contact Mr. Matthew Whitley, director of UGA's Internal Auditing Division.

Thank you for your service to the University of Georgia and your many contributions to University Council and the College of Veterinary Medicine. I wish you all the very best for a successful and productive spring semester.

Sincerely,

Jere W. Morehead
President

cc: Dr. Benjamin C. Ayers, Senior Vice President for Academic Affairs and Provost
Dr. Juanita W. Hicks, Vice President and Chief Human Resources Officer
Mr. Ryan A. Nesbit, Vice President for Finance and Administration



**UNIVERSITY OF
GEORGIA**
Internal Auditing Division

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University Compensation Program FY 2022, 2023, 2025

Audit Report

As of September 30, 2025

Auditors:



Don Carpenter, Auditor



Matthew A. Whitley, Director

DISTRIBUTION:

Jere Morehead, President
Ben Ayers, Provost
Kathy Pharr, Chief of Staff and Vice President for Marketing & Communications
Nathan Moore, Deputy Chief of Staff
Juanita Hicks, Vice President and Chief Human Resources Officer
Ryan Nesbit, Vice President for Finance and Administration
Jenna Weise, USG Chief Audit Officer

December 31, 2025

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Executive Summary

The Internal Auditing Division (IAD) has completed an assurance audit of the University of Georgia's implementation of the University Faculty Salary Increase programs implemented during Fiscal Years 2022, 2023 and 2025. The audit covered faculty pay increases executed in accordance with these programs. Our audit examined requested documentation and conducted interviews with designated representatives.

In general, we believe that the pay increases executed as part of these programs are in compliance with guidelines outlined in each program.

Background

The University of Georgia implemented special compensation programs in FY2022, FY 2023 and FY2025 related to salary increases for Salary Compression, Retention and Merit based adjustments.

FY2022

Increases were related to Faculty Salary and Retention Funding. This additional funding was designed to assist with the institution's commitment to increase the competitiveness of UGA faculty salaries.

The Office of the Provost provided Deans and Academic Vice Presidents with detailed instructions on developing faculty compression, market-based adjustments, and retention proposals for the President and Provost to consider. Those guidelines were as follows:

Compression adjustments are used to increase a faculty member's salary when the salary is considerably lower, relative to the salaries of others in their unit who have similar qualifications and years of experience (e.g., in the same academic rank). This type of adjustment seeks to appropriately align faculty salaries within a unit to alleviate significant salary compression. Retention adjustments are limited to faculty who are an imminent retention risk and whose potential departure would be particularly detrimental to the University. As noted above, both adjustments are for faculty whose potential departure would be particularly detrimental to the University and who have provided outstanding service to the institution, in particular, during the pandemic. The adjustments are not to be used for a merit/performance increase; however, a faculty's last performance evaluation must indicate exceptional productivity in at least one area of the faculty member's allocated effort (teaching, research, or service) to be considered for a compression adjustment.

Process for FY2022 faculty salary compression/retention adjustments:

Each Dean/VP is to recommend an adjustment only for a faculty receiving a performance evaluation that indicates exceptional productivity in at least one area of the faculty member's allocation of effort.

Consider whether a faculty member has received a salary increase (promotion, retention/counteroffer, special professorship, etc.) since January 1, 2018. Faculty members who have received retention counteroffers in the past three years will be ineligible for compression/retention adjustments absent highly unusual and extraordinary circumstances requiring additional documentation and review.

Compare experience, time in rank, and other factors that contribute to job performance. Any proposed increase should be carefully considered within the context of equity and fairness related to other similarly qualified faculty.

Individual compression recommendations should not exceed 9% of the annual salary amount for any contract period, nor exceed \$15,000 in total adjustment.

FY2023

Increases were related to Faculty Salary and Retention Funding. UGA provided a 1% pool to allow Deans and Academic Vice Presidents the opportunity to address critical compression/retention-based salary adjustments for individual faculty.

Process for FY2023 faculty salary compression/retention adjustments:

Adjustments can be provided for up to 50% of the full-time faculty within the school/college/academic unit.

Individual salary increases are capped at 4% and \$7,500.

Preference should be given to those faculty with at least 3 years in their positions.

These targeted adjustments are to be prioritized for faculty who are an imminent retention risk and whose potential departure would be particularly detrimental to the University, and who have provided outstanding support to the institution during the pandemic. Eligible faculty must have met or exceeded expectations during the most recent performance evaluation.

FY2025

Increases were related to Faculty (full-time, all ranks) merit-based salary adjustments based on the following parameters:

Process for FY2025 faculty salary compression/retention adjustments:

Individual salary increases are capped at 4%.

Faculty must have completed their 180-day probationary period.

The faculty member's performance evaluation must indicate exceptional productivity in at least one area of the faculty member's allocated effort that is more than 20% (teaching, research, or service).

These targeted adjustments are to be prioritized for faculty who consistently provide outstanding service to the institution. Those who are an imminent retention risk and whose potential departure would be particularly detrimental to the University should also be given priority.

Faculty receiving a promotional salary increase in FY24 or FY25 are eligible.

Not Eligible: Faculty with an approved retention, counteroffer, market adjustment, or related salary adjustment that was submitted in FY2024 (July 2023 to June 2024) to address external market demands are not eligible for this merit-based increase.

Purpose and Scope

The purpose of our audit is to assess and determine adherence to the salary increase programs issued for the applicable fiscal year. The scope of the audit will encompass all increases executed in accordance with these programs. Please note that the testing procedures are based on selected tests of sampled records/data and do not constitute a review of all transactions.

The total number of salary increases executed for all three fiscal years is 2,575 (FY2022- 469, FY2023- 992, FY2025- 1114). Based on random sampling for 90% confidence and a 10% margin of error, 66 transactions were selected for testing. Selections were allocated pro-rata for each fiscal year based on total number of transactions.

Procedures performed will include the following:

FY2022

- Reviewed the relevant performance evaluation for exceptional productivity
- Noted whether prior pay increase received since January 2018
- Reviewed notation of any counteroffers over the past 3 years
- Reviewed notation of experience, time in rank and other job performance factors
- Verified increase did not exceed 9% or \$15,000 in total adjustment

FY2023

- Reviewed related performance evaluation for meeting or exceeding expectations
- Reviewed time in position more than 3 years or notation of exception if less than 3 years
- Reviewed notation of prioritization of retention, whether potential departure would be particularly detrimental to the University and outstanding support during the Pandemic

FY2025

- Reviewed the relevant performance evaluation for exceptional productivity
- Confirmed 180 probationary period was met
- Reviewed notation of outstanding service to the institution
- Reviewed notation that recipient had not received a FY2024 retention adjustment, counteroffer, market adjustment or related salary adjustment

Conclusion

In general, we conclude that the salary increases processed under the respective programs outlined were in accordance with respective guidelines within each program. IAD performed the following procedures:

- Evaluated whether the executed salary increases in accordance with the guidelines issued in respect to each program.
- Compared departmental documentation related to program evaluation.
- Tested payments made under related programs.
- Reviewed the manner in which such payments were processed within the University's system of record.

Based on audit procedures performed, we believe the salary increases processed under the University Faculty salary increase programs implemented during Fiscal Years 2022, 2023 and 2025 were in accordance with program guidelines. All transactions reviewed (100 percent of the test sample) were properly supported and consistent with the approved programs. We found no transactions which were outside of the program requirements.

There are no recommendations.