

NORTH CAROLINA STATE UNIVERSITY
Minutes of the Faculty Senate
November 14, 2017
3:00 p.m.

Regular Meeting No. 6 of the 64th Session: Faculty Senate Chambers November 14, 2017

Present: Chair Bird, Associate Chair Ange-van Heugten, Immediate Past Chair Moore, Parliamentarian Kellner, Senators Argyropoulos, Ash, Berry-James, Boyer, Bullock, Bykova, Carver, Eseryel, Feducia, Gunter, Havner, Hawkins, Huffman, Kotek, Kuzma, Lim, Orcutt, Parker, Pearce, Perros

Excused: Senators Auerbach, Banks, Fath, Rever, Sannes, Sederoff, Smith, Thakur

Absent: Senators Barrie, Hayes, Hergeth, Kathariou, Laffitte, Nam, Young

Guests: Courtney Thornton, Assoc. Vice Provost for Academic Personnel and Policy; Roy Baroff, Faculty and Staff Ombuds Office; Marc Hoit, Vice Chancellor, OIT; Adam Schmidt, Student Senate; Doug James, Office of Faculty Development; Minday Young, Sibson Consulting; Scott Nostaja, Sibson Consulting

1. Call to Order - Carolyn Bird, Chair of the Faculty

Chair Bird called the sixth meeting of the sixty-fourth session of the NC State Faculty Senate to order at 3:03 p.m.

2. Introductory remarks

Chair Bird asked the guests and invited speakers to introduce themselves.

3. Announcements

The Academy for Outstanding Faculty Engaged in Extension seeks Faculty Senate Ex-Officio member for its award committee. Committee activity occurs between January 9th and February 8th, entails one 2-hour meeting, and review of between 10 and 20 applications. The Academy's bylaws require a Faculty Senate member. Interested senators should contact Kwesi Craig Brookins via email biadnow@ncsu.edu or phone 515-7518.

4. **Approval of the Minutes, Regular Meeting No. 5 of the 64th Session, October 31, 2017** - Associate Chair Ange-van Heugten called for a motion to approve the minutes for the fifth meeting of the 64th session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved, with noted grammatical corrections.

5. **Provost's Remarks and Q/A** - *Warwick Arden, Executive Vice Chancellor and Provost*

The Provost provided an update on tuition and fee increases that are being proposed this week. He stated that the proposed increases are very modest. "Following the directives of GA and the Board of Governors, there will be a zero percent increase for in-state undergraduates that will be proposed." He added that last year the legislature put into place a flat tuition, so last year we only had the opportunity to raise tuition on the incoming freshman class of in-state undergraduates and the rest had to be level. This year, everyone is going to be level – so a 0% increase for in-state undergraduates.

Provost Arden reported that for the other three categories it is about a 5% increase, which breaks out as 4% for out-of-state undergraduates, 5% for in-state graduates, and 6% for out-of-state graduates. He added that this is the same recommendation as the one last year. Provost Arden stated that we are still at the bottom, or second from the bottom, in every sector compared with our peers by quartile, so it is still a very low tuition/high value situation for our students. He stated that we are under directive for out-of-state and graduate students to raise tuition towards the median of our peers, as opposed to being quite so low, but we have to be aware of price demand elasticity. "We had an average of 5% increase for the last two or three years and we don't want to price ourselves out of the market. We are increasing, but slowly aiming toward the median of our peers. Our peers are all increasing at about the same rate as well, so we are not making a lot of progress, relative-wise. But I think our out-of-state and graduate tuitions are reasonable." He added that we also approved a couple of premium tuitions, which are tuitions that go back completely to the program, but are designed to impact the students who are paying those premiums. These predominantly reside in graduate programs, mostly master's programs. He stated that there is a \$1,000 premium approved for the master's in accounting program, and a brand new professional science master's program in biomedical engineering is being established, which will come at a premium of about \$4,300. "There are some of these premiums that are more in the \$11,000-\$13,000 range, specifically for programs that have a very high demand and a very high return on investment, some of them

being the Institute for Advanced Analytics and some of the MBA-type of programs in the Poole College of Management.”

Provost Arden reported that with respect to fees, we are under a directive to keep general fee increases under 3%, and the proposal that will go to the Board of Trustees and Board of Governors is for a 1.7% increase, so a very modest increase in fees. He added that if you're wondering, the athletic fee that we charge hasn't changed in seven or eight years.

Provost Arden noted that in the spring semester, there will be a number of surveys that you will see. There is the regular COACH survey, which will close in early March. This survey is the faculty satisfaction survey that came out of Harvard, which we have done every year for the last several years. This survey includes both tenure track and non-tenure track faculty, and we have gotten a lot out of this in the past. Provost Arden encouraged the Faculty Senate to encourage their colleagues to take the COACH survey so we will have good longitudinal data and can compare that with peer institutions across the country, in terms of things that we are doing well and things that we need to do better.

Additionally, he added, General Administration and the Board of Governors have come up with an engagement survey for all faculty and staff across the whole system that is going to be administered about two weeks before the COACH survey. He stated, “We asked them to separate these a little more due to survey fatigue, with no such luck. This survey will be administered in January or February.” Provost Arden thanked AVC Marie Williams and her HR colleagues for the amount of work they have done to try to make these surveys as painless and as structured as possible.

He added that the problem with these surveys, particularly those administered at the system level, is that we don't know exactly how the data is going to be used and so we are sort of dipping our toes in the water. But, he added, we will adhere to the directive and administer the survey. “To their credit, GA is trying to get a real handle on the level of engagement and satisfaction of faculty and staff across the whole system, which is a lot of people.” He added that he worries a bit about institution-to-institution comparisons and departmental comparisons, however.

Questions and Discussion

Senator Orcutt stated that previously when the COACH survey was administered, there was a switch that was made with the library's faculty, where they were thrown out of COACH and into the staff survey. There was discussion about bringing this group back into the COACH survey.

Where does that stand at this point?

Provost Arden responded that he does not know, but will find out. AVC Williams added that at this point, that issue has not been resolved. Provost Arden commented that we are working through that issue.

Parliamentarian Kellner asked what kind of definition of engagement are they interested in?

Provost Arden responded that it is a very broad definition. He recognized AVC Marie Williams to clarify the point.

AVC Williams stated that this survey would have 60 belief statements. "This will be measuring a variety of things. The reality is that many of these questions are going to be very very high level and some may not be applicable to faculty. This is not an ideal survey, but as the Provost has indicated, it is a survey that every system institution has to implement." She added that she and Nancy Welchel tried to make it shorter, to 30-something questions, but they were outnumbered. The survey will consist of 60 questions and some demographic questions. She stated that there will be two questions that will have open-ended comments and participants will be able to say whatever they wish to say. She encouraged the Faculty Senate to feel free to express what they wanted to say.

Additionally, AVC Williams added that the reality is that we need to encourage wide participation in the survey and we want to do well. "That is the reason we were promoting the survey at this time." She conceded that this survey is not the ideal instrument and she will not pretend that it is.

Senator Bykova asked how long the survey will take participants to complete.

AVC Williams responded that they are estimating 20 minutes to complete.

Provost Arden also added that AVC Williams and Nancy Welchel are working very hard to try to contain the surveys as much as possible. He added that we were initially planning to do a campus sexual assault survey this spring, due to the previous guidelines under the Department of Education. He added that one of the guidelines suggested very strongly that the best practice was that every institution do its own survey for incidents and so forth for sexual assault on campus. But, he added, at the moment, the Department of Education is completely re-doing all of that in order to determine what the new guidelines will be. He stated that he thinks we are still going to be at liberty to administer the same or a similar survey, but we are probably going to be

bumping that back to the fall of 2018. He added that these surveys can be very invasive; these are purely voluntary, but it is important that we have good participation. The Provost added that he will give warning about this survey, since it can spark some controversy or conversation.

6. Human Resources Re-organization Project - Marie Williams, Associate Vice Chancellor for Human Resources; Scott Nostaja and Minday Young, Sibson Consulting

Background: Human Resources is considering its structure and seeks to better understand how its procedures and resources can be structured to support campus needs. This discussion is an opportunity to provide input to Human Resources procedures in relation to a range of campus needs to include the hiring of Non-Tenure Track faculty and related. See Appendix A.

Associate Vice Chancellor Williams introduced the Consultants from Sibson Consulting and spoke briefly about the HR re-organization project that Human Resources is working on. She added that she would leave the meeting so that the senators could speak freely to the consultants regarding the Human Resources organization.

AVC Williams stated that since arriving at NC State, she has made it known that she is looking to transform the Human Resources operation. She introduced Scott and Minday from Sibson Consulting, who will lead the discussion and talk about ways in which we can feasibly transform the HR operation in the future. She added that Dr. Bird had shared some of the results of the Faculty Burden Survey, but at this point, she added, they may not go over all of that today. She stated that she provided the survey results to the consultants as an added analysis as they are making recommendations.

AVC Williams pointed out that during the discussion, the consultants will have some guiding questions, some of which may touch some of the things listed on the survey report. However, the format will not be to go over each one. The consultants will want to hear about some of the pressing issues that the Faculty Senate has, as well as to understand suggestions they may have regarding the HR operation.

AVC Williams then introduced Scott Nostaja of Sibson Consulting, who led the discussion. He provided some background information about the consulting firm and their role at NC State at this time. He stated that he has been on a college campus somewhere in the country for the last 16 years almost every day. As a result, he has learned about issues that faculty and staff closely embrace on college campuses. He added, "As Marie mentioned, our task and our charge and the assignment that we have been given by her is to come in and take an objective look at the HR function at the University and all of its parts. So we are looking at questions

around, is there even an HR strategy for the University, and if so, what is it and is it aligned to the aspirations of the University itself.” Mr. Nostaja added that they are looking at the people in HR; are there enough people, are their roles clear, do they have the right kinds of skills and competencies needed to deliver high quality? “We are looking at processes and what do they do and are they providing services in an efficient and effective manner.”

Mr. Nostaja reported that they are leaving no stone uncovered in their work and that they have met with the Chancellor’s cabinet, with all of the Deans, and with most of the administrative units. In their meetings to-date, they are beginning to see themes emerging. He said that some of the things they have heard about are the challenges that have been underscoring some of the HR activities over the last several years. He added that people wanted to talk to them about the legacy of HR at NC State, and also about inconsistencies in services and the need to do better. They have heard this theme from just about every corner of the University. Mr. Nostaja then asked the Faculty Senate for some of their thoughts about the HR function at NC State and what are some suggestions that the Senators might have in order to make it better:

1 – How would you describe HR today? How would you describe it in any terms; its strengths, its weaknesses?

Senator Parker: “They do not play well with others.” Senator Parker then provided a specific example regarding an international hire in his department and the challenges they experienced with regard to the hiring. He stated, “It’s sort of like this person was hired by us and then it went into a black box and we never heard anything more about it.” He went on to convey the story about the challenges this situation caused and the personal impact it had on him and his family during the semester and Holiday break because the ball was dropped.

Senator Argyropoulos: “Just a bit more general, HR is a black box, surrounded by a mystique of regulations, which we don’t know where they’re coming from, when they appear, when they disappear, how they’re conveyed from HR to the colleges.”

2 – Is this in hiring, etc.?

Senator Argyropoulos: “You name it.”

Senator Eseryel: Her personal experience was much the same. Her courses started on a Wednesday and she was assigned to teach two courses and she didn’t receive a username and password until the day before she was due to start teaching. “How can they expect me to do that?” She followed up but was not given the information she needed. She added that this does

not make any sense to her.

3 – So it's not clear, it's a black box, it's compliance-driven, it's not good processes.

Senator Parker: "It's not human relations."

Senator Eseryel: "It has its own rules and they don't necessarily align with NC State's." She added that she would think that someone would make clear that there is a teacher starting and they would make certain they have what they need in order to get started teaching courses.

4 – I had a faculty member at another University describe their HR organization as, "They are neither human nor a resource."

Senator Huffman: "One of the things I've noticed is that it's almost a one-size fits all. It's the same process hiring faculty as it is with staff; all of the checklists that are required are very off-putting and some of the verification that we have to do when hiring a faculty member is embarrassing."

5 – We have heard this comment before; the same process no matter where you are and how awkward it is.

Senator Huffman: "The search committees put a lot of time and effort into these searches."

Senator Pearce: "The hiring process is that first you have an ad, then you get applications and then you decide, in our case, you interview people at national meetings. You have to have that list approved. Then you have to get the people you're going to bring to campus, 3-4 people, and then you have to get the offer approved. How often do they turn them down? If there are good reasons for this, they are not communicating them to the faculty. So we see this as a waste." He added, "The incentives are all wrong. We need higher administration to get the incentives; they bear no cost if we lose good candidates because of the time. We make an offer and then we say well, we can't actually make an offer until it's okayed by HR. Well sometimes a week goes by and people say well I can't wait that long – so goodbye. They pay no penalty to that. I understand that they're going to be overly cautious, due to the bureaucracy. We need to figure out a way to align their incentives with the needs of the departments."

Senator Kuzma: "I find HR to be the salary police sometimes; and I'm not exactly sure why. The legislature hasn't said we can't give a raise. We think this person is very valuable and they're within the range of their grade. But then if you try to give them a 5% raise instead of a 1% raise,

they often say well I don't make that much money or that's a lot or ... I'm wondering why that is. Why do they sometimes play that role?"

6 – We have heard this over the last two weeks as well. Compliance, rule-driven barriers.

Senator Parker: "They are resistant to change and improvement and they do not evaluate their policies and rules frequently or consistently." Senator Parker cited a personal example regarding his onboarding experience and what a waste of time it was since much of it was not geared at all towards his role. Another example of "one-size fits all" does not work.

Senator Perros: "I spoke with some in my office about individual service from HR and the general consensus is that they are hit or miss; they can be very rude or very nice. Several colleagues confirmed my same experience."

7 – If there is a single word or theme that we've heard from so far, it is inconsistency.

Senator Bykova: "I have an issues about adjunct faculty and about students. The adjunct faculty teach only one course and for that there are so many steps that have to be taken for the one class. It is simply not worth doing it. Too much time and too little pay. For undergraduate research students that we hire, there is such a long list of documents that they have to submit and there is such a long procedure that they have to follow; all to be paid for \$12 per hour. At the end of the day you think, do you need to do that? If you call HR, they say this is not our regulations, this is the regulations we get from above. Then if you ask for documentation, they respond that they do not have documentation."

Senator Huffman: "Some of the feedback that we get from staff is that they feel all of the power has been taken away from them to make any kind of decisions, from a template for a letter to making an offer. They are basically saying that all they do is put the name and position number in the letter; it has to be sent to the college and the college has to approve it before I can do anything with it; it goes back and every step is like I just fill in the blanks and send it back to the college or wherever it goes." He added, "The other thing I hear all the time is background checks -- including faculty who have just left to go to another University and need to stay on as adjunct to be on someone's PhD thesis, or if they're just changing positions from a lecturer to a teaching faculty. So every step in the background process is so black box – it takes anywhere from days to weeks. We always hear they are short-staffed or they are behind – you don't even get feedback as to where the process is. The college starts the process and there's basically no communication back to the department as to where we are in the process or how long it's going to take or anything like that."

8 – One of the things we have heard in the last couple of weeks is that there was a prior administrator in HR and people have a lot to say about that. Marie has been here about a year. Some people have said that things have gotten better. From your perspective, have things gotten better? Are they marginally better, not better, the same? What is the sense about that?

Senator Parker: “They are resistant to change. Things are not worse. And I don’t think it’s her fault that they’re not better; it’s just the people.”

Senator Pearce: “The feedback I got is that it’s not better, at least on the recruiting side. One problem is that my department used to be able to hire people but we cannot do that now because there’s not enough time to go through all the HR stuff. So my department head is a good teacher so he is teaching an overload because he couldn’t hire someone in the time period that was available. That shouldn’t happen. This is the black box. That didn’t used to be the case. We wonder if this is something that is imposed by the Department of Labor or is that something self-imposed. My impression is that we always interpret the rules in the strictest way; that having even a hint of a violation that might possibly be interpreted that way should be avoided.”

9 – I spoke with the Chancellor today about this and the Chancellor stated that some of our challenges are self-imposed, some are GA, some are state level. He had his perspectives on how to correct those but he stated that it is not clear to people where the problems lie and who is responsible.

Senator Orcutt: “I served on a search committee and we had to go through the equity and diversity training up front. Then the same committee was used for another vacancy four weeks later while we were still working on the first one, so we just added that search – same group, same people, etc. But we had to go through that equity and diversity training again – four weeks later. This occurred before Marie started.”

Senator Argyropoulos: “The office of employee relations is non-existent. They are inconsequential. I don’t know if they exist; I don’t know what they do or how you can approach them. There are all kinds of issues there that need to be looked into.”

10 – There is only one person in that role.

Senator Eseryel: “(inaudible) not the kinds of things you want to hear from HR ...

The International office is really first rate.”

Senator Berry-James: “So many of the issues that were raised in the Faculty Burden survey were around hiring – the process, length of time, etc. I had a unique problem around the vendor that we are using. A vendor for the ACA form. So apparently the vendor says they sent me the form but I did not receive it so I contacted HR and they get me the form. This is what happened the first year. So the second year, the same thing happened and I contacted employee benefits and programs department and they were having difficulty giving me the form. So I don’t know if some of the things that we are experiencing are things from vendors that are being hired for the University.”

11 – The process should be seamless.

Senator Berry-James: “I cannot get the form myself and the person I was dealing with was very helpful and very interested in resolving my issue with great customer service. But they were getting some resistance on the vendor side.”

Senator Parker: “Certain units on campus exhibit a culture of competency; they are very very capable; the library, OIT, the International office are good examples. This is like a culture of incompetence.” He cited an example of HR flipping a switch incorrectly in hiring one of our faculty members and somehow they were still getting a paycheck at the end of the year, but they had put down that she was just going to be hired for one year. “Her insurance cut off one year after her start date, but she was still working at the University and still being paid. So she had to ask why is there no deduction for my healthcare? It’s a good thing she didn’t get sick.”

12 – There are only three types of value that HR could and should be adding to the University; the strategic value – a role where they take a longer term look at the workforce; the faculty composition, the staff composition – and think where are we really heading over the next five to ten years and do we have staffing plans, do we have the right kinds of faculty in place, are we investing in the right areas, do we anticipate retirements or turnover in faculty or staff and what are we doing about it? So they’re looking very forward-thinking about the workforce composition and is it aligned to meet the aspirational vision of the University – this is the first one.

Senator Havner: “I think that is stupid to think that HR has the competence or the expertise in various evolving fields of science, of changing considerations in sociology and humanities, technological fields to be able to assess that at all. That is a stupid idea.”

13 – The second place we’ve seen value is in the consultant value, where HR is consulting with Deans and faculty and staff to say let me consult with you about issues in your organization and the way you’re structured or people or workplace issues. The final place where HR provides value is the administrative and compliance value, making sure you follow the laws and regulations. Should HR be providing a role like these in the future?

Senator Kuzma: “I do think HR has a role to play in thinking forward about how they can foster communication with faculty and how they treat their employees going forward. They may not be able to identify areas of faculty shortages and hires, but I do think there is a ___ component to it about how can we enrich the experience of our employees. My main comment is that both HR and Financial systems here – I do not blame the employees but I blame this general culture at NC State of a rule-based fear of getting audited culture. That is the one goal that drives both the financial and HR system is the fear of auditing and the fear that you’re going to make the legislature unhappy and if they’re unhappy then they’re going to take our funding away. I don’t know how to break that cycle but I think that permeates down to on-the-ground stuff and I think that is what a lot of us are experiencing. This is not a service-based mentality, it’s more of how do we follow the rules and that’s it.”

Senator Bullock: “The HR employees are not like faculty; they do not have tenure, they do not have job security. They don’t make the rules and if they do not follow them they will be fired. So when HR staff says they cannot do something, my experience is that it’s not that they don’t want to accommodate but we are talking about their job security; if they’re doing you a favor, they may be putting their jobs on the line. If they’re not compliant, they will be fired. Some staff will accommodate and then it makes it bad for everyone else. Everyone wants what they want when they want it. They’re not the labor law enforcers.”

Senator Bykova: “There are rules but if you push to see the rules, it is impossible to see them on paper. They say yes, the rules exist, but we cannot find them. This is one of the problems.”

Senator Bullock: “That has nothing to do with HR. They’ve been told this is what they have to do.”

14 – We assume the challenges you raise about HR and the solution is the inverse of those things. When you think about the future of HR and the things you would like for them to do or things they’re not doing today. Are there other things or services that would be helpful?

Senator Huffman: "HR came in and did an evaluation of staffing across all departments. This caused a lot of uproar and then at the end they wrote a report that was very disappointing – it really had no items that were innovative or nothing other than a few places here and there, what were already well-knowns. So we were very disappointed in that assessment and what it cost in doing it. They say they're doing this to help evaluate but it basically just caused angst but no outcome."

Senator Berry-James: "I would love to see leadership around managing diversity at NC State. We have some persistent gaps in diversity in faculty, staff and administration. At other places I have seen HR take the lead with leadership around managing diversity and also take the responsibility for managing diversity for having those rules that make us fair and assessable and provide opportunities for others but then also to manage diversity, to maintain to diversity and understand the way in which diversity is right for NC State. This is an appropriate role for HR."

Senator Bykova: "If you have a question about benefits and you call HR, usually they don't know that. They will ask what department are you in and will take your name and number and will ask the representative to call you back. It is much easier for you to find out on your own than call the benefits office."

Senator Parker: "There are all kinds of inter-related things. Ideally they would be a good partner, but as it stands right now on the first value you stated, I agree with Senator Havner."

Senator Huffman: "I would like to see HR have a much better understanding of the different aspects of the University. The one-size fits all treatment of everything does not work. There needs to be different understandings; you can standardize but try to standardize within similar missions; not just across the entire campus."

15 – In regard to how we will proceed, we have a full day tomorrow with 40-50 more people. At that point we will gather the input that we have regarding the themes that have surfaced. We will develop a report that reflects the thematic findings and observations that we've made. We will compare those against other practices and best practices at other leading institutions and provide that to your Leadership and the HR leader. We will have a report back to the University by the end of the year.

Senator Bullock: "Regarding the diversity of the different academic units and colleges, have you seen success when things are decentralized the way they are with one HR unit that is essentially responsible? The mandates are top-down so central HR dictates what happens at

the college level. Because we all function so differently at the departmental and college level, have you seen models for success? “

16 – Yes. What we have seen in models in higher education, the models that are evolving are not a centralized model, but a hybrid model, where some of the strategic elements are being delivered locally through HR professionals at the unit level and a back office with higher levels of proficiency, better use of technology, streamlined processes, more automation, etc. So the models are out there and you can live in a highly decentralized University infrastructure without having a completely centralized HR organization.

Senator Argyropoulos: “We didn’t have this 20 years ago. Could this be just endemic sign of our times with over-regulation and HR is really a central piece to this? Is there a solution?”

17 – Some of this is a heavy hand from the State but some of this is reducing policies. So we have all these rules and regulations in place – we don’t trust each other. There are ways to look at policies and processes to say are the things we are doing today relevant? One of the recommendations that we will likely have is to take a look at those policies. Some are self-imposed, others are external.

Senator Parker: “What level of granularity will your recommendations be? Are you giving recommendations about specific policies, are you giving overall strategic recommendations?”

18 – We separate our findings and our recommendations into five areas:

- HR strategies
- People
- Processes
- Tools and technologies
- How much money are you spending in HR? Is it a wise investment

Senator Lim: “It would be helpful for an HR person to spend time in the various departments so they can be exposed to our specific issues. I have never known this to happen in 30 years in my department.”

Senator Boyer: “If the staff is going to provide customer service, they will have to take risks. Talking extra long to any of us, explaining if a rule can be flexible or not – you’re going to mess up sometimes. A little more trust is needed.”

Senator Huffman: “Regarding the electronic timesheets with clocking in and out, the rollout wasn’t good but additionally, this was one-size fits all as well. For staff who work with faculty, it’s about getting the job done. First, we are not paying them what they deserve and we need to be able to give them some flexibility; if they need to take a couple hours off during the day to go look after their children and then they can come back and work a couple of hours. It should be more about getting the job done rather than clocking in and out. It takes away some of the initiative on their part – they feel more like clock-work employees instead of really contributing to the department.”

Senator Pearce: “Will department heads get your report?”

19 – I am not sure.

Senator Pearce: “One of the problems is we spend time giving you ideas and then we don’t know what the recommendations or response will be.”

20 – We will share the findings proudly because all of the recommendations came from you.

Provost Arden: “I cannot speak for Marie but I have to give her a lot of kudos for this very open and inclusive process. It would surprise me if she didn’t want to share the recommendations.”

Senator Pearce: “One positive thing is that I attended a session on phased retirement given by HR and it was extremely well done. They were very good, very knowledgeable. There are some good things about HR – this was a great experience.”

Senator Bullock: “When people are not following the HR rules it is putting the University at risk. Those rules are in place for a good reason but when people violate them and their supervisors find out, they are putting the University at risk. They could lose their job. You mentioned high turnover – one of the reasons why is that people don’t follow the rules. It is difficult to play nice when they are being asked to break the rules.”

Senator Eseryel: “Will you be involved in evaluation?”

21 – Our role is to come in and give an objective assessment of the HR function and to develop a series of recommendations to improve HR. So we will do that. We are initially engaged in many situation to assist in the implementation as well. Some will do it

themselves; others will engage our assistance.

Senator Parker: “Provost Arden, correct me if this is not something that you can share, but exactly how much are we paying for this?”

Consulting firm responded, “\$25,000 or \$30,000 - somewhere around that amount. I’m not sure.”

Senator Carver: “You cannot expect them to have a small set of rules and make everybody happy. They need autonomy – that is what is missing.”

Senator Berry-James: “I wanted to underscore, as you think about the recommendations you are preparing for NC State, if you will anchor them in efficiency and effectiveness concerns, but if you will, also consider those equity concerns because the nature of our institution and the values that we subscribe are always there. I would like to see something more practical, in terms of how we get to where we want to go.”

7. Old and New Business

- a. Facilities and Administration (F&A) Presentation (Fall General Faculty Meeting). The Office of Research, Innovation, and Economic Development has made available PowerPoints on F&A at NCSU. The PowerPoints are for review and consumption by faculty and staff at NCSU only. Due to the *confidential* nature of the materials it is hosted on OIRED’s Intranet and requires NCSU UnityID Shibboleth login to access the materials.

Visit: https://research.ncsu.edu/intranet/wp-content/uploads/2017/11/General_Faculty_FA.pdf

8. Issues of Concern

Faculty Issues of Concern can be submitted at any time to a senator or to Faculty_Senate@ncsu.edu. Minutes from each Faculty Senate committee (Academic Policy; Governance and Personnel Policy; Resources and Environment) are posted so progress on issues/discussions can be monitored by all.

9. Adjourn

Chair Bird asked for a motion to adjourn the meeting at 4:31 p.m.

The motion passed unanimously.