

**NC STATE UNIVERSITY**  
**Faculty Senate Meeting Agenda**  
Regular Meeting No. 7 of the 68th Session  
Tuesday, December 7, 2021  
3:00 p.m.

**Present:** RaJade M. Berry-James, Chair of the Faculty; Maria Collins, Associate Chair of the Faculty; Hans Kellner, Immediate Past Chair of the Faculty; Carolyn Bird, Parliamentarian; Senators: Allen, Ange-van Heugten, Auerbach, Autry, Bass-Freeman, Bernhard, Blessing, Carrier, DePerno, Duggins, Edmisten, Erdim, Gerard, Ghosh, Hakovirta, Hergeth, Jacob, Kirby, Koch, Kuzma, Kuznetsov, Lunardi, McGowan, Morant, Narayan, Nicholas-Walker, Riehn, Reiskind, Robinson, Stallmann, Taylor, Tourino, Vincent, Williams, Yoon, and Zagacki

**Excused:** Senators: Edwards

**Guests:** Warwick Arden, Executive Vice Chancellor and Provost; Marcia Gumpertz, Professor of Statistics; Lori Preiss, Director of HR Classification and Compensation; Sheri Schwab, Vice Provost for Institutional Equity & Diversity; David Berube, Faculty Assembly Delegate

**1. Call to Order and Announcements - RaJade M. Berry-James, Chair of the Faculty**

Chair Berry-James called the seventh meeting of the sixty-eighth session of the NC State Faculty Senate to order at 3:00 p.m.

**Announcements**

- a. As a reminder, during the pandemic out of an abundance of caution and to align with federal state and local guidance, the Faculty Senate meets virtually as a full Faculty Senate, and we use a hybrid meeting for executive committee meetings. The Faculty Senate committees are smaller in size and chairs and co-chairs decide whether to meet in person, virtually, or in a hybrid meeting format.
- b. Fall commencement is Tuesday December 14, 2021 at 9:00 a.m. in PNC Arena to celebrate the future alumni of our Wolfpack.
- c. The next Faculty Senate meeting will take place on Tuesday, January 11, 2022, at 3:00 p.m. The topic will be COVID-19 Protocol, Campus Safety, and Security.
- d. The spring General Faculty meeting will be in a hybrid format on Tuesday, March 22, 2022, at 3:00 p.m. in the ballroom (Room 3210) of Talley Student Center.

**2. Approval of the Minutes, November 9, 2021 - Maria Collins, Associate Chair of the Faculty**

Associate Chair Collins called for a motion to approve the minutes of the sixth meeting of the 68th session of the NC State Faculty Senate. A motion and second were made and the minutes were unanimously approved.

**3. Chair's Remarks - RaJade M. Berry-James, Chair of the Faculty**

Chair Berry-James remarked:

*Today, our faculty senate meeting will focus on pay and compensation, particularly as we understand merit, market, and equity decisions in determining equal pay for equal work, or when we're looking at considerations on closing the gender gap among faculty or other ways to understand the ramifications of retention offers. The academic compensation process may be complex, but it's certainly worth describing, exploring, and explaining beyond the causal connections revealed in salary equity studies and definitely is necessary, as we intentionally do the work to advance equity at NC State.*

*We have three important presentations from campus leaders who are widely respected for their work in justice, equity, diversity, and inclusion. The first among them is Dr. Marcia Gumpertz, professor of statistics at NC State. In addition to administering the OIED Building Future Faculty program for years, Dr. Gumpertz has been a subject matter expert on the NC State faculty salary equity studies for a long time. She will share with us more about the history of statistical models to examine salary equity at NC State.*

*In addition, we have Lori Preiss, director of HR Classification and Compensation. Lori will describe the faculty salary range methodology to broaden our understanding of the practice of fair pay and compensation at NC State across colleges and within academic units.*

*Finally, we have Vice Provost Sheri Schwab, a campus leader on Institutional Equity and Diversity. Sheri will talk about Stem Equity Achievement (SEA Change), an initiative to notably transform NC State in such a way that diversity, equity, and inclusion is more than just talk. In walking the walk, I personally hope that the brickyard toward diversity,*

*equity, and inclusion will illuminate a well lit pathway with decisive steps to recruit and retain underrepresented faculty by expanding programs like the Target of Opportunity and the chancellor's Faculty Excellence program, as well as broadening the landscape for professors of practice and visiting professorships, and dedicating funding for faculty inclusion, particularly to attract underrepresented minorities and marginalized populations. I hope that you will join me in welcoming our guests who plan to describe, explore, and explain institutional efforts that prioritize the recruitment and retention of diverse faculty, particularly given our strategic initiatives as a research intensive land grant university and our vision to be known as a diverse, equitable, and inclusive community that has transformative impact on society and advances the greater good.*

#### **4. Provost's Remarks, Q&A - Katharine Stewart, Executive Vice Chancellor and Provost**

Katharine Stewart brought announcements from the Provost's office:

- Most state employees, including eligible faculty and staff will be receiving a 5% pay increase over the next two years; 2.5% each year. The increase will be retroactive to July 1, 2021. In addition, all State employees will receive a one-time \$1,000 bonus with an additional \$500 bonus given to employees who earn less than \$75,000 a year or work as law enforcement officers.
- NC State received funding for the Engineering North Carolina's Future initiative, which will be expanding NC State in terms of adding approximately 4,000 students in engineering disciplines over the next five years. A working group has been established to start thinking about the phase-in.
- NC State has been slated to receive approximately \$232 million in repair and renovation costs over the next four years. In addition, additional funding has been slated for the Integrated Sciences building. This is a new \$160 million dollar building that will be built at the former site of Harrelson Hall.
- NC State received \$16 million to focus on e-sports and also roughly \$13 million to support agricultural initiatives, including a \$5 million research contract with the North Carolina Sweet Potato Commission to study nematode mitigation, and additional building reserves for the maintenance of Fitts Woolard Hall, \$5.8 million to support new enrollment growth funding, and \$2 million to support the National Institute for Innovation in Manufacturing Biopharmaceuticals.
- Update for COVID-19 - We expect that all of our safety measures and community standards that have been in place over the fall semester will continue when we return back to the spring semester. We'll be actively monitoring how we're doing

in terms of new COVID-19 cases. We will evaluate the first few weeks of the semester to see if any changes to our community standards or prevention measures will be warranted. There is not a requirement for a return to campus testing, so students will not be required to do a return to campus testing, but will be strongly encouraged to do so and testing centers will be open for that.

- Student Health services has seen an uptick in flu. Students, faculty, and staff are encouraged to get their flu shot.
- Dean Rich Linton was named President of Kansas State University; he will be leaving NC State in mid February of 2022. The provost will be announcing a new interim dean very soon and the search for the new dean of CALS will begin in fall of 2022.
- Marjorie Overton is chairing the open search for Senior Vice Provost for University Interdisciplinary Programs.
- The search for Senior Vice Provost of Instructional Programs has been launched. Katharine Stewart will chair the committee. Courtney Sullivan has been appointed the interim Senior Vice Provost for Instructional Programs.
- Dean Chris McGahan is chair of the College of Education search committee, and Dean David Hinks is chair of the College of Veterinary Medicine search committee.

## Question & Answer

Senator Kuznetsov: My question is that if the goal of our economy is to increase productivity, how do you measure productivity of administration?

Provost Arden: Administrators undergo comprehensive five-year reviews and each administrator has different goals and different outcomes that are expected. Engineering is a big school with 10,000 students, and we are looking at expanding to 13,000-14,000 students over the next five or six year. Dr. Lavelle has done an amazing job increasing retention and graduation rates in the College of Engineering. Every administrator, every associate dean is going to have different outcomes, but we do do a comprehensive review. There are a lot of folks in the College of Engineering who are doing an extraordinary job, which is a direct correlation as to why our profile as an engineering school is constantly rising and that's why the people of North Carolina, through our legislature, are investing in us in very significant ways to expand our enrollment and to expand our graduation of engineers.

Senator Vincent: It's certainly good to hear that we got a little bit of a raise, although it's discouraging that it wasn't greater or distributed in a certain way. What I'm concerned about, of course, is that two and a half percent across the board will continue some inequities. I'm wondering if there are funds to address the inequities that already exist on campus or will they be increased because of the way the money has come to the university because of the NC legislature. One area that has concerned me is related to part-time professional track faculty. These individuals continue to make low salaries, and the minimum salary was introduced a couple of years ago. Of course, those have been eroded by inflation, so I'm wondering if there's money to help that group. There are also some of the full-time faculty that make below the salaries that the NCSU HR group indicates is the minimum salary that's appropriate for people in that range. I'm wondering if there's money for that group to bring them up to minimum salaries. There's also the problem of salary compression in many areas, and I'm wondering if there's money available to address those issues, in addition to the two and a half percent.

Provost Arden: We're working through a process of identifying the resources we might have on campus under additional authority to be able to address some of the market and equity issues. In the last few years, while the numbers below the minimum didn't go up, the numbers between the minimum and the median did go up. So we don't have more faculty below the minimum, but we do have more faculty in the lower half of a range, and less faculty in the upper half of the range and that really concerns me. When we hire new faculty, we have to hire close to the market, otherwise we don't get them. When faculty are hired at market, it automatically compresses salaries, as assistant professors are sometimes hired at the same level as associate professors.

Associate Vice Chair Collins: There is a question from the Q&A about the flexibility in

the budget. Is there flexibility in the budget from the state to move some of the money from brick and mortar to faculty salaries.

Charles Maimone: No. Those are actually legislative, designated funding sources and so there's no way for us to move them from one fund to the other.

## **5. Topic: Pay & Compensation: Merit, Market, and Equity**

### **a. History and Statistical Model - Marcia Gumpertz, Professor of Statistics**

Marcia Gumpertz shared a presentation regarding the history of salary equity studies at NC State.

In the early 80s, the Advisory Council for Women's Affairs and NC State requested the first faculty salary equity study. 1982-1999 annual studies were done by the Association for Women Faculty and University Planning Analysis Office. The results were made available to the campus community and were given to the department heads and dean's. In 2001, Haignere, Inc. was hired as an external consultant. Haignere completed an extensive study of analyzing the data in multiple ways, and there was also funding allocated in that year to address any gaps that were found.

From 1982 to 1999, they fitted a model to the salaries of the white male on campus and then they used the model that was fitted for white males to predict the salaries for women and to predict the salaries for other males. Using the white males, the distribution of salary there, and looking at the gap between the predicted salary for a person and their actual salary they looked at people whose actual salaries were substantially lower than their predicted salary and flagged people who were in the bottom 15%. They used the white males to construct the 15 percentile. The percentage of women flagged declined from 25% to 10% from 1987-1998. The percentage of other males flagged rose from 17% to 23%.

In 2001, they found that women were paid on average about \$1200 dollars less than men, and other males were paid on average about \$2400 less than white males. \$700,000 was allocated to address these disparities in 2001.

From 2001 to 2016, the purpose of the study was to inform the campus community to look for group differences and focus on gender and race. From 2001-2012, the study was done on a three year basis.

In 2016, instead of building the model just to white males, the model was fitted to all tenure and tenure track faculty at NC State to do the predictions. This allowed for a greater number of observations and individual models for every college.

Up until 2012, there were four races and ethnicities, there were just two categories of white and other. In 2016, there were three categories: underrepresented, which includes Black and Latino, and indigenous; Asian was a second category; and white and other/unknown was a third category. We thought it was important to split out Asian and to make the underrepresented category its own category.

The methodology for 2016-2017 included a separate regression model for each college. The log (base salary) regressed on race/ethnicity and gender, market salary, length of service and rank, and special designations such as distinguished faculty, and separate variance for each rank.

Median salaries for female faculty were estimated to be between 95% and 105% of their reference groups at most ranks in most colleges. Median salaries for Black, Latino, Indigenous and Asian faculty were more variable.

For URM and Asian faculty, the reference group was faculty in all other race/ethnic categories, i.e., white and unknown race/ethnicity. The reference group for women was male faculty.

The odds of holding names/distinguished professorship were significantly lower for women, URM and Asian faculty. The odds of being CFEP and University Faculty Scholar were higher for women and URM faculty.

### **Question & Answer**

A question was asked about the internal salary equity studies being limited to tenure track faculty.

Marcia Gumpertz: Until 2006, non-tenure track faculty and professional faculty were included in the salary equity studies. In 2012 and 2016-17, they were not. In the 2016 survey, we intended to do a separate survey for the non-tenure track faculty, but it took so long to get the data into shape and it was so complicated figuring out the classifications of people including what departments they were in and what dates they were actually working that we just totally ran out of time, and we did not do the non-tenure track faculty.

Senator Vincent: Has there ever been the suggestion that there be an equity study that's not focused specifically on those three variables?

Marcia Gumpertz: No, the studies so far have really been focused on race and ethnicity.

Senator Kellner: The key thing that I found in your Powerpoints was that there is diversity by units. Is there more you could tell us about that by college?

Marcia Gumpertz: Yes, the detailed reports were given to the deans for the 2017 report. Up until 2012 those reports contained information on a college by college basis. Because they were done on the white male in order to predict everybody else, some of the small colleges could not be done separately. There wasn't enough data for the white males in those small colleges to fit the kind of model that we were trying to fit, so a few of the small colleges had to be combined. The full 2012 report is online.

Senator Duggins: We essentially have set aside those of us that are professional track because the data collection was so problematic, so I'm interested in what we're doing to rectify that. Where are we moving forward with this? I'm interested to hear what comes next to study equity for all of us.

Marcia Gumpertz: When we did the last salary equity study, the data were a combination from HR, and OIRP was very involved in managing the data. One of the recommendations out of our committee was to improve the data collection issues. I don't have the technical knowledge to be able to speak to what the particular issues were with the data. My general impression was that the data were, at that time, collected and stored for payroll purposes and they weren't really amenable to use for this purpose. Lori Preiss and Sheri Schwab will be able to answer those questions better than I can.

Senator Bird: The data were being input by various people in different departments and different points of time. There was a standard way in which the data were input. There was a lot of cleaning and investigative work that had to be done.

Chair Berry-James: Marcia mentioned that they studied whether males or females were more or less likely to hold named positions. Was a similar analysis done for department leadership positions?

Marcia Gumpertz: Not in this study.

Jean Ristono: I wonder if faculty that are flagged are notified.

Marcia Gumpertz: Up until 1999, they were. The study flagged individuals and the department heads were notified of who was flagged.

**b. Faculty Salary Range Methodology - *Lori Preiss, Director of HR Classification and Compensation***

Lori Preiss provided background on tenure, tenure track faculty salary ranges, and an overview of EHRA categories and external factors that have impacted NC State salary competitiveness.



The UNC Board of Governors grants NC State management flexibility to establish faculty salary ranges. The salary ranges are developed on an annual basis using current market data with the goal of attracting and retaining highly qualified faculty and talent to NC State. The ranges also form the basis for sound and equitable salary decisions to help ensure appropriate stewardship of financial resources. The source data for the faculty salary ranges comes from two well known faculty salary surveys: the College and University Professional Association for Human Resources (CUPA HR), which is released in February of each year, and the Oklahoma State University Faculty Salary Survey, which is typically released around May of each year. We pull data submitted by universities who share NC State's Carnegie classification, which are doctoral institutions with very high research activity, also known as R1. There are 131 R1 institutions who are potential respondents to each of the salary surveys.

The four digit discipline or zip code by rank for each faculty member is aligned with the faculty members department or tenure home. Using the appropriate four digit zip code and rank, the average salary on both surveys is identified and then blended to establish the market reference range. The range minimum is calculated at 80% of that market reference rate for each zip code and rank. The range maximum is calculated for each zip code.

Once the salary ranges are developed, they're presented to the Chancellor and Provost for approval and then presented as an information item to the NC State Board of Trustees. The ranges are then shared with the deans, along with a report that maps current faculty to their range and provides metrics on placement within the range and the amount needed to get to certain milestones. The salary ranges are one component of determining an appropriate salary for new hires or salary increases for current faculty. Other important factors are internal equity, as well as budget.

At NC State, there are 20 SAAO tier one positions; they include the chancellor, provost, deans, general counsel, and vice chancellors. There are 238 SAAO tier two positions; they include the senior associate, associate, and assistant vice chancellors, provosts and deans, the chief of staff, directors and major unit's fundraisers and development officers, attorneys, and directors of communication and marketing at the university or college level.

New SAAO positions and changes to existing positions, including title changes, must be approved by the UNC System Office. NC State has been granted management flexibility by the UNC Board of Governors to develop salary ranges for these positions.

In March of 2020, the UNC System Office implemented a suspension of non essential HR actions related to the pandemic. The suspension was just lifted a couple weeks ago. During the suspension, salary increases for market equity or related to position reclassification or increased duties were prohibited. All other salary increases were

subject to review and approval by the chancellor. Any salary increase that exceeded the chancellor's authority was heavily scrutinized by the UNC System Office, and in some cases, denied or reduced. Our last legislative and annual raise process was in July of 2018. SHRA employees received a 2% legislative increase, EHRA employees were eligible for up to 4.99% increase. From July 2017 to July 2020 we were subject to the UNC Board of Governors reporting and consultation process which meant that any salary increase of 5% or greater, that resulted in a salary of \$100,000 or greater, was reviewed by the UNC System Office and the Board of Governors University Personnel Committee. Again the salary increases were heavily scrutinized and, in some cases, denied or reduced.

### **Question & Answer**

Senator Vincent: The provost earlier said that there were fewer people that didn't make the recommended HR minimums now than last year. It's my perception that a lot of those people who do not make the minimum are in my college, CHASS. That is 60% of my department don't make the minimum. Is that an accurate perception of certain disciplines, or is it evenly distributed across the university?

Lori Preiss: There are colleges, where it's more common for faculty to be below the minimum of range, but I wouldn't say that it's unique to CHASS.

Provost Arden: When we looked at the data over the years, it is disproportionately tenured professors.

Senator Taylor: Has there been a calculation about what it would take to get people at least to the minimum wage? What kind of dollars are we talking about?

Lori Preiss: Yes, I think it's just shy of \$2.8 million.

Senator Taylor: How many people would \$2.8 million bring up to market?

Lori Preiss: I don't have those numbers on hand, but I can get them.

Senator Taylor: What is our budget for salary? \$2.8 million doesn't seem like much if we might bring 150 people to market.

Lori Preiss: That is a judgement call.

Senator Taylor: How many people are under market?

Lori Preiss: From what the numbers show, and these are dated numbers, it's around 327, and as the provost mentioned, it is a reduction from the previous year.

Senator Taylor: Can you speak to how much we have available? How close are we to \$2.8 million? The provost mentioned we don't have nearly enough, but do we have something where we can make the salaries for these 329 people at least minimum?

Charles Maimone: I assume that the budget question is also specific to faculty positions as well and that is a little bit of a challenging answer. For the most part we're talking about \$270 million dollars in annual salary. I do want to remind you that the restrictions that were placed on us in 2020 didn't allow for equity and market changes and that authority has just been given back to the institution in the last week or so.

**c. STEM Equity Achievement (SEA) Change - Sheri Schwab, Vice Provost for Institutional Equity and Diversity**

Sheri Schwab shared information with the Faculty Senate on SEA Change. SEA Change is an initiative through the American Association for the Advancement of Sciences of AAAS. A program they launched to help universities, particularly stem focused institutions, to help advance equity issues. SEA Change is a proven self-assessment process to effect sustainable, positive change for DEI in STEMM at U.S. institutions of higher education.

SEA Change has three pillars: Institute, a centralized repository for resources and educational opportunities related to DEI and STEMM and higher education; Community, opportunities for members to share and discuss strategies for enhancing DEI in STEMM; and Awards where members may apply for awards that recognize commitment to sustainable systemic change regarding DEI and STEMM.

With the SEA Change model, you take your data and goals and submit that to external reviewers also in the STEM disciplines. They review and provide feedback based on the information they have at hand about whether you are visionary enough or pushing the envelope enough.

Bronze Awards recognize institutions "based on commitment and action to assess and remove structural and systemic barriers to the inclusion of all individuals of talent, which enhances the quality of learning and work and supports STEM excellence."

NC State has the following goals for its participation in SEA Change: Engage in a comprehensive and thoughtfully-designed self-assessment process that can be used as a benchmarking tool for periodic analysis; Identify short and long-term goals that will assist in sustainable and systemic progress toward a more diverse, equitable and inclusive NC State; Implement an accountability structure, buttressed by SEA Change's peer review process, to strengthen NC State's efforts; Deepen understanding of the critical need for diversity, equity and inclusion in achieving innovation, from an academic

perspective; Increase recruitment, retention and climate for faculty, staff and students in STEMM (and throughout the university).

The Self-Assessment Team was kicked off last week. The faculty members that are involved are Maria Mayorga from Engineering, Dr. Berry-James from CHASS, Kim Grainger and Jay Jackson, Nikki Price from the College of Sciences, Becca Zuvich from the College of Agriculture and Life Sciences, Dave Shaffer and Chris Smith from the Graduate School representing grad students and postdocs, Stephanie Helms-Pickett and David Elrod from OEd, and from University Human Resources we have David Perryman and Ellen Coster along with extensive support from the Office of Institutional Strategy Analysis. The team will begin going through this rubric and start identifying where we are present day, identifying gaps and then working to set priorities and timelines for all that we may identify. We hope to submit our application to the external reviewers by the end of April of 2022. It will be reviewed over the summer. We won't know the outcome until late summer/early fall of 2022.

## 6. Committee Updates

### a. **Academic Policy Committee** - *Co-Chairs Lisa Bass-Freeman & Paul Williams*

No report.

### b. **Governance, Communications, and Recruitment Committee** - *Co-Chairs Megan Jacob & Barbara Kirby*

No report.

### c. **Personnel Policy Committee** - *Co-Chairs Jennifer Kuzma & Herle McGowan*

Senators Kuzma and McGowan reported that they are working on the diversity, equity and inclusion issue and the potential for aligning that with faculty activities and responsibilities. The committee has talked with Katharine Stewart about this issue and are looking into it more carefully and what other universities are doing in that regard. The committee also met and reviewed informal salary equity data from NC State and other universities.

### d. **Resources and Environment Committee** - *Co-Chairs Eileen Taylor & Steven Vincent*

Senators Taylor and Vincent reported to the Faculty Senate that the Resources and Environment Committee is revisiting the issue of concern related to the lyrics of the alma mater. They are also working with other committees concerning disparity and equity between disciplines and across the university community as a whole.

### e. **Faculty Assembly Delegates** - *RaJade M. Berry-James, David Berube, Juliana Mukunchi Nfah-Abbenyi, Richard Spontak, Hans Kellner (alt) and Darby Orcutt (alt)*

Chair Berry-James and Faculty Assembly Delegate David Berube provided an update to the Faculty Senate on the December 3rd Faculty Assembly meeting.

Chair Berry-James reported that the Faculty Assembly the meeting themes to include The Role of Ombuds Programs in Higher Education, an updated report from the Editorial Board of the Journal of Digital Education Innovations and brief remarks about UNC policy priorities from System President Peter Hans. In addition, she reported that the Faculty Assembly participated in a seminar, Ombuds Programs Across the UNC System, and reviewed the video, "*What is an organizational ombuds?*" and brochure, "Modern Ombuds."

Delegate Berube reported that the Faculty Assembly Executive Committee is searching for an at-large member; there will be an election in January.

**7. Old & New Business**

- a. CUE Recommendation Report
- b. Panopto Opt-out Policy for Classroom Capture
- c. [R1: 2021-2022: Resolution Supporting a COVID-19 Vaccine Mandate](#)
- d. [R2: 2015-2016: Resolution in Favor of Updating the Alma Mater](#)

**8. Issues of Concern (IOCs)**

Chair Berry reminded faculty that issues of concern should be submitted to the Chair of the Faculty, Faculty Senators or the Faculty Senate Office to ensure we can resolve them or recommend policy or practice changes on behalf of the faculty. Faculty issues of concern can be submitted at any time to a Faculty Senator, Chair of the Faculty via email at [rmberryj@ncsu.edu](mailto:rmberryj@ncsu.edu), or Office of the Faculty Senate via email at [Faculty\\_Senate@ncsu.edu](mailto:Faculty_Senate@ncsu.edu).

As we close the Fall 2021 Semester, Chair Berry-James expressed thanks for our campus leaders, for co-chairs of the Faculty Senate committees and for the support received from Nikki Cofield, Office of the Provost and Chancellor. Chair Berry-James wished faculty and their families Happy Holidays - Happy Saint Nicholas Day, Happy Bodhi Day, Happy immaculate Conception Day, Happy Hanukkah, Happy Feast Day of our Lady of Guadalupe, Happy Posada Navidenas, Enjoy the Day of Solstice, Merry Christmas, Happy Kwanzaa and Happy New Year - wishing faculty "peace and blessings for the remainder of the year and in the years to come."

**9. Adjourn**

Chair Berry-James adjourned the meeting at 4:55 p.m.